

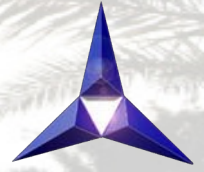
# Victory Times



*Telling the United States Forces - Iraq story*

Vol. V, Issue 28

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## USF-I planners help fine tune IGFC, MOD planning



Story and photos by Sgt. 1st Class Roger Dey  
United States Forces-Iraq Public Affairs

A dozen generals from the Iraqi Ground Forces Command and Iraq's Ministry of Defense sat at a conference table, examining print outs of a slide that portrayed the myriad of organizations that make up United States Forces-Iraq's future operations planning section.

Colonel David Batchelor, chief of J35 Future Operations for USF-I, explained to them how the relationships depicted on the slide bring every war fighting function in the command to the table as an operational plan develops. His goal was to show that as a plan evolves it's vital for everyone involved in the execution of the final operation to participate, from the intelligence officers and maneuver units to the staff judge advocate.

Although members of FUOPS and planners for the IGFC meet every week, the meeting at Al Faw Palace Sept. 15 was unique in that it included the senior planning leadership from the MOD, including Gen. Abboud Gunbar, the deputy chief of staff for operations. Lt. Gen. Ali Gaidan Majeed, commander of the Iraqi Ground Forces, was also on hand as Batchelor and

*Brig. Gen. (right) Abdul Husain, director of plans and training for Iraqi Ground Forces Command, discusses a point about the U.S. military planning process with his deputy, Brig. Gen. Essa Ibrahim at a meeting between USF-I J35 future operations planners, Iraqi Ground Forces Command planners and the planners for Iraqi Ministry of Defense. The goal of the meeting was to fine tune the synchronization of the planning efforts between the two organizations.*

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## USF-I welcomes new command sergeant major

Story by Staff Sgt. Edward Daileg  
United States Forces-Iraq Public Affairs

Command Sgt. Maj. Joseph R. Allen, a veteran of five combat tours, became the senior enlisted advisor for United States Forces-Iraq, Sep. 1.

Allen joined the USF-I command team at the request of Gen. Lloyd Austin III, USF-I commander, and will be his senior

enlisted advisor for the second time during Allen's career. The two men worked together during the XVIII Airborne Corps deployment to Iraq in 2008, as the commander and



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## PRACTICAL STRESS MANAGEMENT—7 SOLUTIONS

By Chaplain (Capt.) Paul Polk  
VBC Garrison Chaplain

Stress is amazingly persistent. We get used to feeling tight and tense. Although positive thinking has its place, unless it is backed up by practical spiritual wisdom it tends to get overwhelmed and fade away.

Here are seven proven ways you can get a handle on stress.

◆ Control your Reaction. Negative people want to get you involved with their defeat, and this is a major method they use to do it.

If you reply with “I have nothing to say to that,” you prevent them from drawing you in as their victim.

“An attitude of defeat in another person can't touch you unless you carelessly accept it as yours. A quiet refusal to enter the battlefield is the perfect reply,” writes Inner Life author Vernon Howard.

◆ Let go of painful grudges by living in the present moment. Hating someone is like drinking poison and hoping the other person will die from it. We must grant others the opportunity for change or we shut the door on our own development.

Therefore, it is our responsibility to release to the providence of a higher power those who have caused harm, while understanding that they will be held accountable for their actions.

Now is alive and energetic, so tangible and real that painful grudges can't live here. Grudges only hang around when they are fueled by unaware and unproductive mental visits to the past.

◆ Observe negative or stressful thoughts with the aim of understanding them, instead of trying to suppress them. Self-observation is practical spirituality at its best and is the master key to stress free living. This understanding sets you free.

Marcus Aurelius, the ancient Roman Emperor said, “Those who do not observe the moment of their own minds must by necessity be unhappy.”

◆ Pause often and enjoy a deep breath. People are often so tense with stressful thinking they can barely breathe.

Suppose you feel tempted to give in to someone when you know you should not. Instantly fall into internal relaxation. Breathe away your tensions. Your anxious and resentful attitudes will fall away like leaves from a tree. They will be replaced by a clear mind that reveals what is best for you.

◆ Realize you have better things to think about. The old way of thinking has its favorite grooves, for example, negative mental images that pull you away from the present moment.

When you detect yourself becoming involved in one of these internal movies, pause and say to yourself, “there are better things to think about.”

This instantly snaps the spell and moves you to higher ground. You'll feel much less stress and an abundance of new vitality as you claim the energy once consumed by these negative thoughts.

◆ Stay clear of negative influences. Our society is rampant with them and they come from many places such as frantic people, advertising and untruthful politics. Never forget that unaware people want you to vibrate on their stressful level.

It is your duty, your noble mission in life, to live in harmony with your heart, your authentic and intelligent self. Though physically you may be in a stressful place, once you connect with your heart, you have the spiritual power to stay free.

◆ Refuse to make stressful or angry comments. Stress rolls out into the world like a snowball rolling down a hill. It starts small and gathers size and momentum. We must stop the snowball at the top of the hill, by stopping such comments before they leave the mouth.

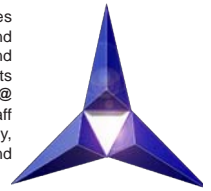
The one supreme power that guarantees personal happiness is personal “right thinking,” based on practical wisdom. Try these seven methods and you'll see a difference in your life.



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## CSM Allen, from Page 1

command sergeant major of Multi-National Corps-Iraq.

"I jumped at the opportunity to be his command sergeant major. He was my former boss and I'm excited to join him on this tour," said Allen.

Allen, the second command sergeant major to serve as the USF-I senior enlisted advisor, said that service members must continue to avoid complacency.

"Service members need to stay vigilant. There are still

people out there willing to do harm to U.S. Forces," said Allen.

As Operation New Dawn progresses, Allen reminds members of USF-I that stability operations are every bit as important as combat operations.

"I think the key to having a successful mission is to continue the partnership with Iraqi Security Forces and maximize the time that we have out here. We need to continue to train and advise the ISF and be able to make sure that they have the maximum opportunity to have a safe and secure Iraq," said Allen.

Shoulder to Shoulder

# NO SOLDIER STANDS ALONE

Prevent suicide. Be willing to help.

It is your responsibility to stand by your fellow Soldier.

Talk to your Chaplain or Behavioral Health Professional or call Military OneSource 1-800-342-9647

[www.militaryonesource.com](http://www.militaryonesource.com)

**USACHPPM**  
United States Army Center of Health and Policy Management  
<http://www.usachppm.army.mil>

CP-015-0608

# Deployed Soldiers, firefighters raise flags, honor fallen

Story and photo by Sgt. Tresa L. Allemang  
199th Garrison Command Public Affairs

Each U.S. flag was raised, one at a time, and flown for nine minutes, 11 seconds on Sept. 11 at the Camp Stryker, Iraq, fire station. Both deployed Soldiers and firefighters paused from their daily routine to honor those who have fallen in the nine years since the terrorist attacks that devastated America.

Staff Sgt. Jarret Mouton and Sgt. 1st Class Kelly McFarlain, both of Lafayette, La., and both with Louisiana's 256th Infantry Brigade, joined the firefighters as they carefully raised, then lowered and folded each flag.

"Taking the time to honor those who have fallen reminded me what their lives stood for," Mouton said. "Their actions showed that they held true to the conviction that we share ... that we will defend our friends, family and country at all costs from our enemies."

The firefighters and Soldiers recalled the day that would forever weigh heavy on the hearts and minds of the American people.

"It was humbling to witness the footage of the sacrifices made that day by our country's protectors: policemen and firemen, as well as the civilians and military who were involved," Mouton recalled. "Their actions proved that we still have a great number of heroes and true-hearted people who strive to make America what it has always been, and should always be, the land of the free and the home of the brave."

Ricky W. Boykin, a firefighter at Camp Stryker, was the fire chief of the Summerfield Fire District Inc., in North Carolina on 9/11. He stressed that it is important to focus on the 45,000 lives saved in three hours by those who made the ultimate sacrifice.

"That is an accomplishment that is hard to achieve in a lifetime," he said.

McFarlain, was a firefighter in Broussard, La., on 9/11, and now serves as a sheriff for the mayor's cell on Camp Stryker. He wears a bracelet on his right wrist engraved with the name of a close friend and fallen

comrade, Staff Sgt. Robert Chiomento, who volunteered to deploy to Afghanistan in 2006.

"On days like today, he is one of the ones I think of more heavily. The bracelet serves as a reminder of his sacrifice, and also serves as my encouragement. I haven't taken it off since 2006."

He said he and Chiomento worked together at the noncommissioned officers academy in Ball, La., a non-deployable unit, when Chiomento said he just didn't feel fulfilled anymore.

"He stepped out of his comfort zone to join his comrades on the battlefield. Though he lost his life, his bravery inspired me to step out of my comfort zone and do the same," McFarlain said.

Boykin said that in his 34 years of service, he has presided over many funerals of the fallen, which makes it difficult to explain why he and his brothers advance toward danger when others retreat, but he summed it up with the word "preservation."

"We can't forget that we are still reaping the benefits of those who made the ultimate sacrifice many years ago ... just as our future generations will reap the benefits of those who sacrifice today," said the Streamwood, Ill., resident, said.

"One must have to have a great deal of respect for life to do a job like this. Our fallen brothers gave it all on that day, and New York showed us why they were the best ... they gave the ultimate sacrifice to preserve the lives of others."



Louisiana Guardsmen, and Lafayette, La., residents, Sgt. 1st Class Kelly McFarlain, and Staff Sgt. Jarret Mouton, along with firefighters at a station on Camp Stryker, carefully fold an American flag after it was flown for nine minutes, 11 seconds on Sept. 11, the anniversary of the terrorist attacks on the U.S. McFarlain and Mouton paused from their daily routine as they joined the firefighters at their station to honor fallen comrades.

# Health fair honors 9/11 victims', provides knowledge to service members



*Navy Lt. Brian C. Bungay (left) has his body fat percentage checked by Capt. Christopher M. Husing (right) and Capt. Bethany A. Deschamps during the Victory Base Complex Health Fair at Sgt. 1st Class Paul Smith Gym, Sept. 11. The Health Fair provided services such as blood pressure readings and information about physical fitness and nutrition.*

in honor of the people who sacrificed their lives in the attacks nine years ago.

“The best way to show respect to those who have passed is to live long and healthy lives,” said Bryant.

Pfc. Delon K. Poulsen, a food service specialist, Headquarters Support Company, III Corps, attended the health fair to learn more about diabetes.

“I have a family history of diabetes and I wanted more information on how to prevent myself from getting it,” said Poulsen.

Service members who had concerns about medical conditions also had a chance to find guidance and information at the health fair. The health fair provided service members with one central venue, that allowed them to receive their medical assessments without traveling to different troop medical clinics.

“The actual goal of the event is to make sure that everyone who attended the health fair gets the knowledge and services to

take charge of their health and live life to the fullest,” said Bryant.

Bryant and Deschamps credited Sgt. Maj. Patricia Ryland-Fisher, the preventive medicine sergeant major for Task Force Medical, 807th Medical Deployment Support Command, who assisted them in finding a preventive medicine team and coordinating the use of the Sgt. 1st Class Paul Smith Gym as the venue for the event.

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Story and photo by Staff Sgt. Edward Daileg  
United States Forces-Iraq Public Affairs

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Service members from around Victory Base Complex gathered at the Sgt. 1st Class Paul Smith Gym on Sept. 11 to learn about their personal health and take advantage of the services provided by health experts.

Medical Task Force 28 Combat Support Hospital and other CSHs in and around Baghdad provided health information and services to approximately 100 service members at the four hour event.

“A health fair gives us a chance to get an idea of our physical status without having to go in for a full health assessment,” said Navy Lt. Brian C. Bungay, United States Forces-Iraq J35 Future Operations training officer.

Volunteers at the health fair provided services like blood pressure and glucose readings, body fat percentage reading, combat stress management, and preventive medicine. Nutritionists and certified personal trainers had information on Cross-Fit, physical fitness testing and nutrition.

The health fair was organized by Capt. Bethany A. Deschamps, chief of the Nutrition Care Division, Task Force 28th CSH and her noncommissioned officer in charge, Staff Sgt. A.C. Bryant. Bryant and Deschamps worked with their counterparts to have this fair, Sept. 11



*Spc. Cynthia M. Bethel (left), a medic with III Corps Headquarters Headquarters Company, checks the blood pressure of Pfc. Delon K. Poulsen, food service specialist with III Corps Headquarters Support Company, during the VBC Health Fair, Sept. 11.*

# Hispanic Heritage Month

## Hispanic pioneers of military success

*This is the first of a four-part series for Hispanic Heritage Month. The story is compiled from us.army.mil and other military websites.*

Born Jan. 31, 1929, in Kingsville, Texas, Richard E. Cavazos became the Army's first Hispanic four-star general. He received a Bachelor of Science degree in geology from Texas Technological University and was commissioned a second lieutenant June 15, 1951, through the Reserve Officers Training Course.

During the Korean War, as a member of the 65th Infantry, Cavazos received the Distinguished Service Cross for his heroic actions during an attack on Hill 142. Later, he attended the U.S. Army Command and General Staff College, the British Staff College and the Armed Forces Staff College.

In 1967, Cavazos commanded 1st Battalion, 18th Infantry, in Vietnam. His leadership of that unit in the attack at Loc Ninh earned him a second Distinguished Service Cross. In addition to the two Distinguished Service Crosses he received in the Korean and Vietnam Wars, he has received two Legion of Merit awards, five Bronze Stars for Valor, a Purple Heart, a Combat Infantry Badge, and a Parachutist Badge throughout his 33 year career.

In 1980, he became the commander of III Corps. In 1982,

Cavazos assumed command of the U.S. Army Forces Command and earned his fourth star, making him the first Hispanic four-star general in the Army.

From March 1, 1982, until his retirement June 17, 1984, General Cavazos served as Commander of the United States Armed Forces Command at Fort McPherson, Ga.

In his retirement Cavazos remained busy.

In 1985 he was appointed by President Ronald Reagan to serve on the eight-member Chemical Warfare Review Commission. Back in Texas, he served on the board of regents of Texas Technological University. He also regularly advised the Army on leadership, serving as a mentor to younger generals.

In 1991, the National Infantry Association bestowed its highest award on Cavazos, the Doughboy Award. Presented annually to an Infantryman who has made an outstanding contribution to the U.S. Army Infantry, the Doughboy is a highly prestigious honor presented on behalf of all Infantrymen, past and present.

Cavazos early support for the National Training Center and his involvement in the development of the Battle Command Training Program enormously influenced and advanced the Army's war fighting capabilities.



*Gen. Richard E. Cavazos  
First Hispanic four star general*

## WEAPONS SAFETY

**T**reat every weapon as if it's loaded

**H**andle every weapon with care

**I**dentify the target before you fire

**N**ever point the muzzle at anything you don't intend to shoot

**K**eep the weapon on safe and your finger off the trigger until you intend to fire

**T.H.I.N.K**

**TO SAVE LIVES**

# SASA holds meeting at Hope Chapel



Photo by Spc. Joseph Vine

Sgt. Maj. Nathan Williams from the United States Forces-Iraq Engineers, talks to the more than 30 soldiers who came to the most recent meeting held by the Sisterhood Against Sexual Assault. Williams is one of many male Soldiers that support the organization and speaks out against sexual assault. The organization brings awareness to Soldiers by meeting and discussing safety, awareness, prevention, and offers support to service members who are victims of sexual assault.

## VBC Facility Operating Hours

**Sports Oasis DFAC**  
Breakfast 5:00 - 8:30 a.m.  
Lunch 11:30 a.m. - 2:30 p.m.  
Dinner 5 - 8:30 p.m.  
Midnight chow 11:00 p.m. - 1:00 a.m.  
Sandwich Bar open 24 hours

**Education Center**  
8 a.m. - 8 p.m.

**Camp Liberty Post Exchange**  
8 a.m. - 10 p.m.

**Camp Victory Post Exchange**  
8 a.m. - 10 p.m.

**Paul Smith Gym**  
Open 24 Hours

**Victory Main Post Office**  
Monday - Friday 7:30 a.m. - 5:30 p.m.  
Saturday 8 a.m. - 5 p.m.  
Sunday 9 a.m. - 3 p.m.

**USF-I Unit Mail Room**  
**Customer Services/Mail Call:**  
Daily 3 - 6 p.m.

**Al Faw Palace Post Office**  
Wednesday and Sunday  
12:30 - 5:30 p.m.

**Golby TMC Sick Call**  
Monday - Friday 7:30 - 11:30 a.m.  
Saturday & Sunday 9 - 11:30 a.m.

**Mental Health Clinic**  
Monday - Friday 9 a.m. - 4 p.m.  
Saturday 9 a.m. - noon

**Pharmacy**  
Monday - Friday 7:30 a.m. - noon;  
1 - 4:30 p.m.  
Saturday & Sunday 9 a.m. - noon

## Websites

Check it out:

**USF-I Web pages**

[www.usf-iraq.com](http://www.usf-iraq.com)  
[www.flickr.com/photos/  
mnfiraq](http://www.flickr.com/photos/mnfiraq)  
[www.twitter.com/  
USF\\_Iraq](http://www.twitter.com/USF_Iraq)

**Facebook -**

United States Forces-Iraq  
U.S. Army III Corps  
Phantom Battalion  
III Corps Fort Hood

## SARC Smarts

If you are raped or sexually assaulted....



- Go to a safe place ASAP and call military police The CID agents investigate sexual assault cases.
- Don't shower, douche, change clothes, brush teeth / hair, or "clean up" yourself or location of the attack in any way in or you may destroy evidence.
- Call a friend, rape hotline, or chain of command. Request a support person ASAP, or go to a hospital or clinic and have medical personnel call the police. Take a change of clothes with you. Clothes worn during the assault may be kept as evidence.

Call the USF-I Deployed Sexual Assault Response Coordinator (DSARC) at 485-5085 or 435-2235 for help.

Army members should seek assistance with their Unit Victim Advocate (UVA) or DSARC.



Planners from Iraq's ministry of defense read a slide that depicts the organization of United States Forces-Iraq's future operations planning section during a Sept. 15 meeting between USF-I J35 future operations planners, Iraqi Ground Forces Command planners and planners for the Ministry of Defense.

## ISF, from Page 1

his team advised them on fine-tuning the synchronization and synergy of the planning process between the two organizations.

The FUOPS team is well positioned to explain the process; they take on the plans that are 90 days from the expected execution date and develop them into operations, handing them off to the J33 Current Operations team 72 hours prior to execution.

“What we’re trying to do is to get them to see how we do it; how we take a very holistic approach . . . it’s not just one plan, one brief,” said Lt. Col. Michael Perkins, deputy chief of J35 FUOPS.

“Its plan a portion, brief the commander, get guidance, plan the next portion, brief the commander, get guidance,” he said.

Perkins said they are also working to help the MOD improve their parallel planning with subordinate commands.

“The major benefit is when a plan turns into an order, everyone is already aware of it and that makes execution a lot simpler,” he said, adding that it also gives subordinate units a chance to provide input, which helps the planners know that they are creating a plan that is feasible and suitable.

Staff Brig. Gen. Abdul Husain, the director of planning and training for the IGFC, said that although the ground forces and the MOD understand the importance of planning, the information Batchelor and his team presented showed the senior generals at the meeting that joint, comprehensive planning will play a significant role in the future of Iraq’s military as the U.S. military draws closer to the Dec. 2011 deadline to end its mission in Iraq.

“In 2005 we didn’t have that kind of responsibility and now we are taking responsibility and are advancing our capabilities through training,” he said.

Husain said USF-I and IGFC planners are now “speaking the same language”, thanks to the training and the relationship they have built by working together since 2005.

Perkins has a very positive outlook on the future of Iraq’s military planning and thought the meeting was a success.

“It codified that the process they’re using is very similar to ours, so they know that they’re doctrinally sound as far as course-of-action development and how a plan evolves,” he said. It also showed them that bringing more people in as plans are developed and sharing information results in a solid operational plan.

“It’s not an order written in stove-pipe fashion that’s sent out, creating resentment. Everyone has buy-in and it’s a better product,” he said.

Perkins said the capability of the Iraqi military is not in question, citing their success in executing the security plan for the parliamentary elections in March.

The major challenge now is in helping them develop consistency in their joint planning as well as their ability to develop plans at rate on par with the operational tempo they are facing.

Perkins highlighted the improvements in the Iraqi planning process since the elections in March, explaining that USF-I once took the lead in developing plans, bringing them to the Iraqi military for feedback.

“It’s quite the opposite now,” he said. “They develop a plan and bring it to us and say ‘hey, what do you think of this?’”