

# THE FALCON



**Maj. Gen. Mark Palzer  
Assumes Command of the 79th SSC**  
*page 20*

TRAINED, READY, COHESIVE, WELL-LED  
SUSTAINMENT UNITS FOR WORLD-WIDE DEPLOYMENT

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## 79TH SSC COMMAND TEAM

COMMANDING GENERAL  
MAJ. GEN. MARK W. PALZER

DEPUTY COMMANDING GENERAL  
BRIG. GEN. KURT A. HARDIN

COMMAND EXECUTIVE OFFICER  
MR. GREGORY T. HINTON

COMMAND SERGEANT MAJOR  
COMMAND SGT. MAJ. TED L. COPELAND

COMMAND CHIEF WARRANT OFFICER  
CHIEF WARRANT OFFICER 5 MICHAEL A. HANTEN



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## TWO STAR NOTES:

BY MAJ. GEN. MARK W. PALZER  
79TH SUSTAINMENT SUPPORT COMMAND  
COMMANDING GENERAL



# TOP PRIORITIES –

## ALIGN WITH THE ARMY AS A PREMIER ARMY RESERVE ORGANIZATION

***We will always be ready to fight today, and we will always prepare to fight tomorrow.***

The 79th leads more than ten percent of Army Reserve Soldiers. We support units throughout the Reserve component and the Army. The 79th is a solid ready unit today and excels at its current mission. As the 79th becomes expeditionary, we must prepare for tomorrow and what lies ahead, as we sustain regionally aligned forces in a part of the world in turmoil - threatened by numerous terrorist groups and by inter-nation warfare and instability, as well as disease (Ebola). The 79th will focus on expertise in individual skills at the core of the unit's readiness, but will look to adapt our collective training to future expeditionary support missions. The 79th must be the masters of deployment logistics capability and be adaptable to future environments in hostile and austere places. As Army Reserve Soldiers, leaders and units, we couple vital military capabilities with individual civilian-acquired skills to provide strategic depth to Army Reserve capabilities across the full range of military operations and provide ready forces to U.S. Army Forces Command.

***Soldiers are the nation's most vital asset and we must never let them go into combat untrained, poorly led, undermanned, or with less than the best equipment we can provide.***

The 79th must constantly train and use our time efficiently, narrowing our focus on mission essential tasks to tailor our abilities to best support forward deployed forces. We will develop our leaders. We will maximize the individual readiness of our Soldiers. We will make the 79th a mission focused, enjoyable unit and integrate our families into unit activities to encourage our Soldiers to remain a part of the 79th family. We must always maintain our equipment, ensuring everything is ready to go forward and maximize our performance. We accomplish this through a progressive cycle of readiness outlined by the Chief of the Army Reserve in Rally Point 32.1. This guidance outlines how the strategic and operational capabilities of the Army Reserve enhance the active Army to meet its objectives.



***“Our mission is to support others, our duty is to train the next generation of leaders ... as Soldiers we are all ambassadors in everything we do.”***

***Listen and learn from other services, interagency partners, from the private sector and even from critics.***

The 79th adapts and as we transform to become expeditionary, we will learn from our predecessors. The 79th will identify all units, agencies, and individuals that will influence our mission and build relationships so we are well integrated before we ever step off on our future missions.

***Our collective strength depends on our people - their mental and physical readiness at the core.***

With our changing mission, emphasis on adapting to technological change, working in challenging environments, we must never lose sight of putting our Soldiers first. Their well-being is at the core of leadership and our Soldiers depend on our leaders to challenge them to perform their best, to ensure they balance their civilian and military careers, and to guarantee the welfare of their families. We must push our Soldiers to perform at the peak of their abilities while being sensitive to their needs and those of their families.

***Openness to new ideas and new ways of doing things in an increasingly complex world.***

As the world becomes more technical, the 79th must adjust to the changing complexity of systems that impact our missions. We must take advantage of our civilian expertise that resides within the unit and apply it to our mission readiness. We must encourage innovation, especially as we go forward to parts of the world where we need problem solvers at every position and rank within the 79th.

***Treat each other with respect and dignity.***

The 79th is and will be a great place to serve. At the core of the unit's ability to perform its mission well, is treating one another with respect. We are a family and each member of this family will be provided a duty environment of dignity. I want every member of this fine organization to be proud to wear the Cross of Lorraine on their shoulder and to know the lineage of the 79th, to appreciate the sacrifices of those who have served in this unit since its inception. We will carry that proud tradition forward as we become the finest expeditionary unit in the Army Reserve.

***“To Do For Country,  
Falcon Strong!”***



# READINESS IN 2016

BY COMMAND SGT. MAJ. TED L. COPELAND

As we begin a new year, I want to wish all of the Soldiers, Civilians and family members of the 79th Sustainment Support Command (SSC) a happy and safe new year. I fully realize that every Soldier and Civilian of the 79th SSC is extremely busy with family, careers, and other professional endeavors, all of which are in addition to the requirements posed by the United States Army Reserve.

Requirements on each one of us to fulfill all of our obligations can create overwhelming stress if we let ourselves allow it to do so. I want to encourage each and every one of you to utilize the tremendous resources that the Army Reserve offers to help service members and their families to handle such stresses.

There are many programs that the Army offers, but there is one in particular that I'd like to highlight: Fort Family, which provides many options for you and your family to use. And always remember, the commander and I care about every one of you and appreciate all that you do for the 79th SSC. Now that 2016 has arrived,



Soldier readiness is still the number one priority for all of us. As I wrote in the last issue of the Falcon, my leadership philosophy centers on Soldier readiness and NCO leaders applying inspiring and innovative leadership to develop resilient, ready Soldiers.

With the Senior NCO leadership's assistance, I have developed the 79th SSC Falcon NCO/Soldier development program and the Soldier Professional Job Book to assist our young NCOs to "get after" developing themselves and their Soldiers, who are the future leaders of the Army Reserve.

Also, the United States Army Reserve Command has sent out its Sergeant's Time Training operations order as of October 2015, to assist in the critical interaction between our young leaders and their Soldiers.

I am always aware of the limited time each of our young leaders have to accomplish all the tasks required to be successful. Along with this theme, I challenge each of you to develop your plans of action using the Sergeant's Time Training Requirements to accomplish the 79th SSC's two aforementioned leadership development programs. In this way, we achieve the Soldier interaction and development that is critical to the success of our future NCO Corps and Army leaders.

In addition, I cannot overstate the importance of our young NCOs seeking their professional education. With the decrease in end strength and funding, but the increase in requirements, it is imperative for our Soldiers and leaders to meet all readiness standards, which include professional military education requirements.

Finally, I want to briefly mention funding for schools. There were a multitude of times when the

Commander and I were speaking with our great Soldiers about their schooling during which we heard Soldiers comment about their school seats being canceled due to a lack of funding, or that there were no school seats available. Except for a few specific MOS's, there were no issues with funding or available seats. Informing our force to better understand school funding will be one of my priorities for 2016.

In 2016, we need to be frugal with our funding, but there should never be a time when a school seat is canceled due to a lack of funding. I ask each one of you to immediately speak with your leadership if you are told there is no funding for your schooling.

Lastly I want to thank each and every one of you for what you do for our great Nation and I hope each and every one of you have a great year.

***To Do For Country!***  
***Falcon Strong!***

*CSM Ted Copeland*  
Falcon 7



# Command Executive Officer Report

Mr. Gregory Hinton

79th SSC Command Executive Officer

## DEVELOPMENT AND READINESS GO HAND-IN HAND

With great anticipation and humility I welcomed the opportunity to be your 79th SSC CXO. It has been a busy 2 ½ months since I arrived, and I look forward to meeting and getting to know all of you!

I have done quite a bit of travel in the short time I have been here, learning about our units, our people, our strengths, and our challenges. We have diverse and important missions, talented and dedicated Soldiers and Civilians, as well as supportive and appreciative Families and communities. I want to capitalize on the synergy these positive aspects give us and raise the bar even higher.

We continue working within the Army Reserve in sustaining and improving the climate of, and process for, maintaining Soldier readiness and development. Even as we mature and advance Soldier readiness, we must fully embrace and enhance professional and leadership development for our civilian force.

Initially entering the federal government as a military technician, as a federal civilian employee, AND Soldier for the past 10 years, I have experienced both sides of the readiness equation. I have seen the Soldier side from five different commands within the Army Reserve, and the civilian side from three military services, Department of Defense Joint level, and a non-DoD cabinet-level department. While some organizations are better than others, I feel we can do a better job of promoting development and readiness within our civilian workforce. Increasingly, we rely on civilians to prepare for, and assist in mobilization, collective and individual training, logistics, medical readiness, budgeting activities, and internal review of processes, as well as take care of important aspects of work and family support when the unit is out. The bottom line is, we are an intertwined, interdependent force and we are much stronger when every member feels they are valued, learning, and contributing to the mission. The most successful organizations are those where its members are ENGAGED in the mission, but also are achieving personal GROWTH goals.

Readiness is not static. Readiness is the result of



deliberate planning, implementing, assessing, and adjusting. Whether it is resiliency, GPC or DTS training, professional certifications, or other leadership or specialized training, it is all integral to READINESS.

While there are some established courses and development/leadership opportunities for Civilians, I believe more can be done to continually assess the needs, grow opportunities across the spectrum of grades and career areas, and plan for and support career development. We must ensure new skills are put to use to improve our units' performance and processes. Each vacancy allows the organization to do one of two things: either increase capability and bandwidth in an organization, or degrade it over time with the right or wrong hire. In other words, if we invest in and grow our people, give them challenging and rewarding work, then they will be READY to meet the demands of this dynamic environment in which we operate.

I am excited about moving forward with you. Let me reiterate how honored I am to be part of this leadership team and serve beside you. Wherever I go, I try to leave the organization better than I found it—by supporting, inspiring, and growing its members, both professionally and personally. I hope you will join in the conversations and activities going forward as we raise the bar and make the 79th SSC, and soon to become 79th TSC, and all its members, the best they can be!

# Spiritual Fitness

Chaplain (Col.) Robert Ewing  
79th SSC Chaplain



## Ready in Mind, Body, and Spirit

Long ago when serving in an armored unit I was assigned as the commander's driver. One day the commander's most important task for him, and in turn for me, was to get to the start point, also known as the line of departure, before the "tracks" arrived. We never called them tanks by the way, always tracks.

It was all new and exciting out on the ranges doing actual army training, and my expectations were high as we plotted our course on the map in the waterproof case. The SP was at the top of a ridge and there was no real challenge in finding it, or getting there. As we approached our destination, the Commander pointed to an old oak tree and directed me to park in the shade. I really did not know what to expect, but was disappointed that there was not an actual chalk line on the ground.

We arrived more than an hour prior to the time set for the unit to cross the SP. There was no one else around and I began to wonder what we were doing, and if we were in fact in the right place. Time passed slowly, but finally and entire platoon of tanks came rumbling down the trail and they just stopped! So we sat and waited - again. As the SP time approached you could tell the tankers were holding back and then as the clock hand hit the hour, the lead track flew across the SP and in less than a minute, the entire unit was out of sight.

Not a bad job I thought, if you like sitting around under shade tree doing nothing. Being new to the operation, I had no idea what was really going on, or why the commander was willing to sit around and seemingly do nothing for almost 2 hours. So I had to ask, and the answer I received was simple. The commander wanted to see firsthand if the brigade could hit the mark at the given time and place. So what does that tell you I ask, and he said "it means that the commander and troops are ready

to go, and will be where I need them, when I need them, to decisively defeat the enemy."

It did not mean that everything was perfect. But it did show that the unit was as ready as it could be, or needed to be, to accomplish the mission. And that is saying a lot. There are a great number of things that can and do go wrong, and will keep those who are not able to stay focused from reaching their goal.

This is simply an Army principle and one of the first lessons on being mission ready. As a child my parents would share religious teachings with me through stories. One such story comes from ancient wisdom writings and is found in the New Testament of the Christian Bible. It is the story of a man who kept building bigger barns and he put off what he should have been doing. In the end the man dies, never building enough barns for all his wealth, and never serving his God. He fails at both.

As we focus on readiness we should bear in mind that readiness is not the goal. Our goal and purpose is to serve. Both as Soldiers and as individuals, we need to be ready to go when we are called to help those who need it the most.

It would be easy to get so caught up in the required training we do and forget to take a step back to see where we are going. We need to remember that all we are doing is getting ourselves ready for when we are called upon. The wealthy merchant kept getting ready and forgot that what he was truly called to do was to serve his fellow human beings here and now.

For commanders and leaders, we would do well to remember that in all we are doing, we are called upon to take care of the troops in our charge so they are ready in body, mind, and spirit where they are needed.



# E.O. PROGRAM ENHANCES UNIT READINESS

## Ms. Rita Cossio

79th SSC EO Program Manager

The United States Army is designed to be a dynamic military entity to fight and win our nation's wars, or stabilize regions. Both in conflict and in peace time, our military forces are a power to be reckoned with. To accomplish the nation's military objectives, our Soldiers and Civilians support our missions and serve our nation selflessly and proudly. Our Soldiers and Civilians come from a diverse society of many cultures and social variation that create uniqueness throughout our Army. So how do so many people in the Army support the nation's mission and come together cohesively?

Well for starters, the Army's most important asset is its people - inclusive of Soldiers, Civilians, Families, Veterans and Retirees who come from varying social backgrounds, religions, and cultures. But what do members of the Army all have in common, they all have "feelings." Feelings drive their reactions, which can be positive or negative. These reactions can affect the unit's readiness. How? Positive reactions tend to create esprit de corps, unity, and cohesion. Negative reactions can often cause members of the organization to file complaints, perhaps miss training, sometimes disrespect one another, and notably, negative reactions erode the trust needed for Soldiers to succeed in their mission. In the end, negative reactions adversely impact the overall command climate of the unit.

A successful unit is one that has: ready and resilient Soldiers and Civilians; strong and engaged leaders; trained and professional Soldiers; and an Equal Opportunity Program and Equal Opportunity Office that enhance leadership and readiness by fostering equal opportunity. A successful unit embodies awareness programs and positive human relations through education and training throughout the command.

A unit can have the best facilities and equipment, but again, it's our people that make the Army strong; people who are mentally, physically, and spiritually ready to meet the demands of military life. But the Army, like any large organization, struggles to maintain impartiality and equality throughout the force, and commanders must strive to promote equal opportunity so all members feel a sense of belonging and fairness. So how do commanders and leaders best employ the tools of the military equal opportunity program?

First, command climate assessment - The Command Climate Survey (CCS) is a leader's tool utilized in con-

junction with focus groups, interviews, observances, reports, and records. The CCS gives commanders a "Snapshot" of their unit as it is perceived by members of the organization relating to both equal opportunity and organizational effectiveness. It's the Army's method for gathering data which is an essential part of unit readiness because it gives a commander insight to how Soldiers think and feel. The CCS helps a leader see the strengths and weaknesses of the unit. It is particularly helpful to allow a leader/commander to focus on the issues of the unit that affect morale and the readiness of its Soldiers with regard to their mental and physical status. The CCS aids the leader/commander in addressing the needs of its members.

Second, EO training - This training is required twice a year but is recommended more frequently to better address issues that affect a unit. EO training focuses on topics such as dignity and respect, complaint processing, preventing hazing and bullying, and on the EO program in general. Integrated with other training such as Suicide Prevention, Resilience Training, SHARP, and Family Programs, EO training enhances unit readiness, cohesiveness, knowledge, and teamwork.

Third, assistance with informal or formal complaints - Equal opportunity is a command interest program as currently defined in FM 1-0, Human Resources (HR) Support. It is also outlined in AR 600-20, Army Command Policy (Chapter 6), and The Equal Opportunity Program in the Army. Both documents give Leaders and Soldiers definitions and regulatory guidance on implementing programs, policies, and personnel additional duties to address any and all allegations that disrupt a person's life and the mission. Addressing complaints at the lowest level is essential but is most important to address the complaint within the required timelines as described in AR 600-20. Having the EO practitioners work with leaders to meet regulatory timelines and brief Soldiers on the complaint process will promote readiness to help maximize unit and mission success.

We all as a team can create a resilient and ready force. Everyone's contributions matter. It is specifically because of our diversity and combined experiences that we are able to achieve mission success. Bring your best, expect the best from your leaders, try your best, and we will all succeed in strengthening our force and meeting our nation's expectations.



# PROMOTING SAFETY READINESS

Mr. Keith Humphrey

79th SSC Safety and Occupational Health Specialist



## *Safety is everyone's responsibility. If you see an unsafe act, speak up!*

Safety management is an ongoing battle to assist Soldiers in personal and operational readiness. We should always consider our choices in our duty performance, and our personal life.

In your organization's working environment, some safety hazards are obvious and controllable, others are clearly a potential problem, but for one reason or another are not changeable, and still others are impossible to see until they occur. On average they account for just over 4% of your potential incidents and accidents.

An individual's developed habits (unsafe behavior) can represent as much as 96% of your potential incidents and accidents.

In just about everything you do, there are factors you can employ, with regard to individual and collective safety which will significantly reduce the level of risk. So, if this is true, why don't people incorporate safety procedures in all that they do?

This comes from experience - what to one may clearly be identified as risky behavior, to the person doing it, based on their own personal experiences, may seem safe, comfortable, and convenient. Changing that perception of risky behavior requires training, motivation, and frequent positive reinforcement.

For effective and safe behavior, keep in mind, Soldiers must remain vigilant in all aspects of their lives. Planning and execution is as much a factor in your personal life, as it is in planning for mission accomplishment.

Take all opportunities to reinforce safe behavior, tactical and technical proficiency, and take advantage of all the risk management tools

available. You can complete online training and utilize assessment tools, all which are directed to improve the culture and climate of safety in your organization and in your personal conduct. For classes, tools and information visit the U.S. Army Safety Center at <https://safety.army.mil/>

The 2016 Off-Duty Safety Awareness Presentation is coming soon and will cover topics like Home Safety, Motorcycle Safety, Private Motor Vehicle Safety, Pedestrian Safety, Sports Safety, Privately Owned Weapons Safety, Water-Related Activities Safety, and General Off-Duty Safety.

We care about you, and your well-being! So, think twice before making a decision and weigh the potential consequence. Act responsibly and professionally at all times. Be the positive example that others will strive to emulate.

**79th SSC Safety Director**

**562-936-7664**

**[keith.l.humphrey.civ.mail.mil](mailto:keith.l.humphrey.civ.mail.mil)**



**Here it comes, are you ready?**

**<https://safety.army.mil>**



# 79TH SSC MEDICAL MATTERS



Lt. Col. Mercedes Murillo

79th SSC Deputy Surgeon

## SUPPORTING THE MISSION: MEDICAL DEPLOYMENT REQUIREMENTS

Conditions in remote and hostile locations can place intense physical and emotional stress on personnel deploying to these areas. Climate extremes; long, intense periods of duty; limited medical resources; action by hostile forces; and limited transportation all increase risk to those who deploy. Experience has shown that when personnel with impaired medical fitness deploy to hostile locations, they are at increased risk for injury and illness. This increased risk of injury and disease can lead to a personnel crises when Soldiers and Civilians are unable to perform their duties. Individuals identified for deployment must meet the Minimum Standards of Fitness for the identified area of responsibility (AOR). Fitness includes, but is not limited to, the ability to accomplish the tasks and duties unique to a particular operation, and the ability to tolerate the environmental and operational conditions of the deployed location.

Commanders and Soldiers should be aware that different deployment and medical waiver requirements exist depending on the AOR. All Soldiers considered medically qualified for continued military status, and medically qualified to serve in all or certain areas of the continental United States (CONUS), are medically qualified to serve in similar or corresponding areas outside the continental United States (OCONUS). Because of certain medical conditions, some Soldiers may require administrative consideration

when assignment to combat areas or certain geographical areas is contemplated. Such consideration of their medical conditions ensures these Soldiers are employed within their functional capabilities without undue hazard to their health and well-being, as well as safeguard against causing a hazard to the health or well-being of other Soldiers. A medical waiver is a clearance document that authorizes a Soldier to deploy with an identified medical condition that is considered limiting. Medical waiver approval authority lies at the combatant command surgeon level. If a commander wishes to deploy a Soldier who is determined unfit for deployment, the commander must obtain a waiver from the surgeon. The commander must keep in mind that they are not authorized to override the medical deployment determination as dictated by the COCOM Surgeon.

It is important to note that medical personnel assess waiver requests on a case by case basis taking into consideration the individual's medical conditions, along with the associated limitations and requirements the conditions cause, the individual's duty requirements, and the specific location in the AOR to which the individual will deploy. Because of case-by-case variability in these factors, one individual may receive a waiver for a specific medical condition while another individual, with the same or similar condition, may not receive a waiver.

### ***Knowledge Station:***

The most current Force Health Protection, Pre-Deployment, and Medical Waiver Requirements for specific areas of operation can be viewed at the following links:

**USCENTCOM:** <https://www.milsuite.mil/book/docs/DOC-126661>

**USSOUTHCOM:** <https://www.milsuite.mil/book/docs/DOC-126662>

**USPACOM:** <https://www.milsuite.mil/book/docs/DOC-126663>

**USAREUR & EUCOM:** <https://www.milsuite.mil/book/docs/DOC-127168> (operations in and around Kosovo)

**AFRICOM:** <https://www.milsuite.mil/book/docs/DOC-126824> (excluding CJTF Horn of Africa (HOA))

**AFRICOM and the Horn of Africa:** <http://www.africom.mil/staff-resources/travel-to-africa> (additional information on pre-deployment and medical waivers)

**CJTF-HOA:** <https://www.milsuite.mil/book/docs/DOC126824> (anthrax and smallpox exception to policy guidance)



## ***Tips for Commanders - Know the basics!***

Commanders should work with their unit Health Readiness Coordinators to:

1. Routinely monitor the Individual Medical Readiness (IMR) of their unit and ensure medical readiness standards are met by timely completion of annual PHAs and dental exams to ensure maximum unit readiness for deployment.
2. Know the deployment limitations of assigned Soldiers by routinely reviewing medical profiles (DA Form 3349) in the eProfile system and based upon knowledge of the Soldier's profile be able to determine assignment limitations and duties of their grade and MOS.
3. Have knowledge of the deployment medical requirements for the identified AOR for deployment.
4. Monitor Soldiers to ensure completion of Pre-Deployment Health Assessment (within 30 days of deployment) and Post-Deployment Health Assessment (within 30 days of redeployment) and the Post-Deployment Health Reassessment (90-180 days after redeployment).

Unit commanders are responsible for monitoring their Soldiers' individual medical readiness and ensuring compliance with all the combined elements of medical readiness. Data entry is an important element in the Unit Status Report (USR) and can give the commander either an inaccurate picture if data is not updated or an accurate assessment of their unit's readiness if done properly. The more accurately unit commanders can monitor their Soldiers in MEDPROS, the better they can resolve medical readiness issues of their units, and the less time they'll spend in Soldier Readiness Processing (SRP) and mobilization processing. Commanders should seek guidance from medical providers with regards to physical limitations and potential situations that could be harmful to their Soldiers, or detrimental to the mission. It is the commander's responsibility to review and counsel Soldiers with physical profiles that may affect their deployment status. The counseled Soldiers will be advised that they will not violate their profiles and will perform duties assigned by the commander which they can perform, within the limitations of their profiles, and without undue risk to health and safety. It is recommended that commanders should at a minimum have system access to the following:

1. eProfile: <https://medpros.mods.army.mil/eprofile/>
2. MEDPROS: <https://medpros.mods.army.mil/MEDPROSNew/>
3. Electronic Medical Management Processing System (LOD): <https://medchart.ngb.army.mil/LOD/Default.aspx>
4. Command's Strength Management Module: <https://rcms.usar.army.mil/v3/Portal/Default.asp>

## ***Tips for Soldiers:***

1. Have knowledge of individual medical limitations and ensure that medical records are up to date and documented on a medical profile DD 3349.
2. Know how to locate deployment limitation status on AKO.
3. Know how to update or correct erroneous medical information.

Per AR 40-501, it is the responsibility of RC Soldiers to maintain their medical and dental fitness; this includes correcting remedial defects, avoiding harmful habits, and controlling weight. RC Soldiers are responsible for seeking medical advice and treatment quickly when they believe their physical wellbeing is in question. RC Soldiers must report to their unit commander, any change in their health status that impacts their readiness status. All RC Soldiers are responsible for providing the unit commander with all medical documentation, including civilian health records, and completing the annual physical health assessment. Civilian health records documenting a change which may impact their readiness status will be placed in the Soldier's military health record. Soldiers should seek assistance through their unit Health Readiness Coordinators to update their medical status or if they have any questions regarding their deployment status.



# ASK JAG:

Col. Jere Diersing

79th SSC Staff Judge Advocate (SJA)



## LEGAL READINESS

As the 79th Sustainment Support Command prepares for its transition to a Theater Sustainment Command, this is a good time to review your personnel security and financial readiness. And, if you're required to file a financial disclosure report, this is a good time to assess and identify any potential conflicts between your official duties and your private financial interests and/or affiliations.

The 79th SSC Office of the Staff Judge Advocate provides legal advice, counsel, and services to the command, staff, and subordinate elements on military justice, administrative and civil law (including contracts and labor law), and operational law. For legal assistance services for individual Soldiers, including wills, trusts, powers of attorney, tax preparation, notarizations, and divorces, contact the 78th Legal Operations Detachment at 562-795-2208, here at Joint Forces Training Base. The Trial Defense Service, a separate legal section outside of the 79th SSC, advises Soldiers facing non-judicial punishment or pending court-martial.

To locate the closest legal assistance at a military installation, use the Armed Forces Legal Assistance Legal Services Locator available at the following link: <http://legalassistance.law.af.mil>.

For more information on any of the topics addressed in this article, contact your local Legal Assistance office and/or visit <http://www.jagcnet.army.mil>.

### *Tax Preparation Readiness*

If you require help filing taxes, there is a military based Volunteer Income Tax Assistance (VITA) program that provides no-cost tax assistance and preparation, return filing, and other tax related services to military service members and their families. VITA tax specialists are trained and equipped to address such military-specific tax issues such as combat-zone tax benefits, the current earned income tax credit guidelines, and other special tax situations for active and reserve members of the U. S. Armed Forces. Visit the Legal Assistance Office at your closest active duty military installation for more information about the military based Volunteer Income Tax Assistance program.

### *Soldier and Civilian Financial Readiness*

Soldiers should routinely evaluate their personal and family financial security. This may be an ideal time to visit a Legal Assistance attorney to draft and/or update wills, powers-of-attorney, and health care directives. An army lawyer can also help you find an attorney who specializes in estate and tax planning if you require special advice with a more complex estate, or if you have a unique estate planning situation.



Col. Juliana McCauslin  
79th SSC Staff Inspector General (IG)



## READINESS BEGINS WITH COUNSELING

As an operational Army Reserve we stand ready to deploy and conduct our mission at a moment's notice. Critical to this readiness are trained and prepared leaders at all levels ready to lead our Soldiers. Unfortunately, we are not conducting our leader development as well as we are performing other aspects of readiness.

The Army Inspector General recently conducted an inspection into how the Army is integrating leader development into our training plans. One of the most troubling aspects of the inspection results was the lack of counseling throughout the Army and its impacts on leader development. Some of the inspection results follow.

**Officers.** Most (296 of 362) company grade officers did not receive performance counseling in accordance with Army standards. One extreme case was a 1st Lt. who was neither counseled nor evaluated during the first four years of his career. This example demonstrates the mistrust that can develop when the performance evaluation is the only time, or primary time, when documented feedback is provided. Junior officers learn a new standard, no counseling until documentation needed, that develops into a norm of not counseling subordinates. There is a significant correlation between junior officers being rarely counseled, and senior NCOs who rarely receive performance counseling from those same junior officers. Most (165 of 188) field grade officers stated they never received any type of formal counseling, however, they did receive informal feedback.

**Warrant Officers.** Few (54 of 233) warrant officers received performance-based counseling as prescribed in Army Regulation 623-3, Evaluation Reporting System. Warrant officers identified effective and timely feedback as a critical component of performance management. Supervisors did not initiate providing most

of their feedback. Most warrant officers relied on peers to define performance goals, which created an opinion that, "the best and worst parts of my job are that no one knows what I do." In most cases, when warrant officers received performance-based counseling from their supervisors, it was generic, non-specific, and omitted valuable performance goals.

**Non-Commissioned Officers.** A majority (237 of 339) of senior NCOs (Sgt. 1st Class-Command Sgt. Maj.) did not receive performance-based counseling. There was a significant correlation between senior NCOs not receiving performance-based counseling, and junior officers not receiving performance-based counseling. In other words, the less counseling junior officers received, the fewer counseling sessions their subordinates received. NCOs noted junior officers do not know how to counsel and added, "We're not getting counseling because our lieutenants don't know how to counsel." A majority (328 of 631) of junior NCOs (Sgt.-Staff Sgt.) did not receive performance-based counseling in accordance with AR 623-3.

Despite the fact that nearly all senior NCOs stated they counseled their subordinates, a majority of subordinate NCOs stated they did not receive counseling.

As we begin a new year, take the time to counsel your subordinates and demand they do the same for their subordinates. Our readiness depends on it.

The IG team is standing by and ready to assist you and your Soldiers with any issue; no challenge is too big or too tough for our team. However, we urge you to use your chain of command and allow them the opportunity to do what they do best, take care of Soldiers, before coming to the IG. We look forward to assisting you.

***Droit Et Avant!***

(Right and Forward)



# Choose Life

## SUICIDE PREVENTION AND READINESS

Mr. Peter Dubinin

79th SSC Suicide Prevention Program Manager

In suicide prevention much of the emphasis is on intervention, and rightly so. In similar fashion to the military encouraging all members to complete Combat Lifesaver courses, so all members of the force need suicide intervention training to help someone contemplating or actively pursuing suicide. The greater emphasis in suicide prevention however, needs to identify, address, and develop protective factors against suicide. Life can be messy at times, confusing, disappointing, lacking in joy, purpose, and fulfillment. Yet it is precisely in identifying those circumstances and events in life which bring joy, purpose, and fulfillment which comprise the foundation to build protective factors against suicide. This is a lifelong endeavor which we must revisit periodically to ensure those circumstances and events, which at one time brought joy, purpose, and fulfillment, continue to do so; especially in and through the more difficult moments of life such as a mobilization, deployment, or significant change in life, like marriage or birth of a child.

What a person selects to assist in building protective factors is of course unique to that person. Some find strength in spiritual pursuits, service to others less fortunate, reading and writing poetry, writing, academics, sports, athletic competition, time spent with a spouse, significant other, or family. The list is practically limitless. The key is to intentionally select that something, and develop it as a way of life.

A very basic protective factor which often gets overlooked is asking for assistance when needed. No one realistically is able to deal with all of life alone. Unfortunately, within the military, and society at large for that matter, stigma persists directed toward those seeking help; stigma in which a person thinks or expresses a lack of confidence and trust in the person reaching out for help, when the collective difficulties of life overwhelm.

In an organization which prides itself by building strong and able Soldiers, it is difficult for some to understand help seeking behavior as a strength, and not a weakness. One of the factors by which maturity is measured in adults is the ability to ask for assistance when they need it. The less mature, often including children, are not inclined to ask for help when needed. When people fail to seek help, breakdown can occur, taking precious time and resources away from unit members and the unit's mission.

Effort made in cultivating practices which bring joy, purpose and fulfillment will pay tremendous dividends now, and especially in those moments when life circumstances overwhelm. Training ourselves to seek assistance when needed will also build a protective layer against suicide. Giving attention to these matters will foster readiness in us to accomplish the mission; whatever it is and wherever it may take us.

**The National Suicide Prevention Lifeline 1-800-273-8255**

**Fort Family Outreach & Support Center 1-866-345-8248 or [www.arfp.org](http://www.arfp.org)**

### *ESC Suicide Prevention Program Managers*

4th ESC - Rose Bean 210-466-2797

311th ESC - Kenneth Gesch 310-235-4290

364th ESC - Byron Morgan 360-403-2314

451st ESC - Kelli Johnson 316-681-1759 ext. 1450





# FAMILIES IN SUPPORT

Ms. Maritza Ramirez  
79th SSC Family Programs Director

## ANYTIME - ANYWHERE 24 X 7 WE INSPIRE AND EMPOWER

Family Programs (FP) Mission: We provide relevant and responsive programs and services to Soldiers, family members, command teams and civilians throughout the geographically dispersed Army Reserve community.

Within the United States Army Reserve communities, a Family Readiness Group (FRG) is a command-sponsored organization of family members, volunteers, Soldiers and civilian employees associated with a particular unit. The FRG is normally organized at company and battalion levels, and falls under the responsibility of the unit's commanding officer.

FRG's are established to provide activities and support, to enhance the flow of information, to increase the resiliency of the unit's Soldiers and their Families, provide practical tools for adjusting to military deployments and separations, and enhance the well-being and esprit de corps of the unit.

The value of the FRG is not just realized during deployments. The FRG can help younger Soldiers' families get through difficult times. It is a great way to make new friends and socialize with people who share something in common.

As with any military operation, coordinating and managing an FRG can be a challenging task. One of the biggest hurdles to overcome is getting the entire organization involved in group events. Getting Family members to participate when they live far away has been by far the biggest challenge. One way the FRG has overcome the problem of Families living across the state is with the use of social media.

The Family Programs maintains a Facebook page where Family members and Soldiers can share information and keep our Soldiers and Family members up to date with the latest news involving U. S. Army Reserve unit information, benefits, programs, services, and other community resources.

Creation of the Facebook page as a focal point of information and communication has been pivotal to the success of the FP and FRG's. Our biggest events in 2015 were the Summer Family Picnic, Open House, and Holiday Family events.

Visit the Family Programs website [www.arfp.org](http://www.arfp.org) for more information, future training, and volunteer opportunities.

Like us on Facebook at: <https://www.facebook.com/79thSSCFamilyPrograms>

Visit the Family Programs website [www.arfp.org](http://www.arfp.org)  
for more information, future training, and volunteer opportunities.

# WELCOME COMMAND EXECUTIVE OFFICER

*New addition to the Command Team of the 79th SSC*

*Command Executive Officer Mr. Gregory T. Hinton*

*Mr. Gregory T. Hinton was commissioned through the Officer Candidate School at Ft. Benning, GA. He earned a Bachelor of Arts degree in Business Economics and Public Policy from Brown University in Providence, RI and Masters of Business Administration with emphasis in Human Resources Development from Webster University, St. Louis, MO. His military education includes Primary Leadership Development Course, Airborne School, Scout Platoon Leaders Course, Inspector General Course, Marine Corps Green Belt (Lean Six Sigma), Financial Management in Intelligence (FMIT), Congress and the Intelligence Community, Military Intelligence Officer Basic Course, Military Intelligence Advanced Course, the Finance Advanced Course, Combined Arms and Services Staff School, and Command and General Staff Officer Course.*

*Prior to being the CXO of the 79th Sustainment Support Command in Los Alamitos, CA, he served as the Staff Director for Program and Resources (P&R) Headquarters Marine Corps at the Pentagon, Washington, DC with responsibilities for IT, HR, Force Development, Facilities, Contracting and Budget Operations. Prior to that he served as a Financial Specialist/Program Manager for the Assistant Secretary Preparedness Readiness (ASPR) Health and Human Services providing support for Biomedical Advanced Research and Development Authority (BARDA) in Washington, DC.*

*After serving in the active Army with duty assignments with 3rd Brigade, 1st Cavalry Division, Ft. Hood, TX, Joint Analysis Center in Molesworth, England, and 1-23rd Mechanized Infantry in Ft. Lewis, WA, his military reserve career began as a Training Officer for the 90th Regional Readiness Command in Little Rock, AR and he deployed as the S2 (Intelligence Officer) 493rd Engineer Group to Balad, Iraq. Upon his redeployment from Iraq, he served*



*as Battle Captain with the G2 United States European Command (EUCOM).*

*Mr. Hinton began his Military Technician career as a Resource Management Officer for the 98th Division Institutional Training. He then became part of the Air Force Civilian Acquisition Corps as a Cost Analyst for future weapon systems with the Office of Aerospace Studies at Wright Patterson, Air Force Base, OH. He was then selected to serve as the Deputy Comptroller 316th Expeditionary Sustainment Command (ESC), the Army's first ESC as he deployed to Base Anaconda, Iraq. Upon redeploying, being dual qualified in intelligence and finance, he was*

*selected to a joint duty assignment with Defense Counterterrorism Center (DCTC), Defense Intelligence Agency at Bolling Air Force Base as a Counter Threat Finance Analyst. He was then selected to serve as the Executive Officer to the Director DCTC. He then joined the 94th Division as their Internal Review Chief at Ft. Lee, VA and then Detailed Inspector General for 3rd Medical Command (Deployment Support) in Ft. Gillem, GA. He currently serves as Commander, 90th Sustainment Troop Battalion, 90th Brigade, 4th ESC in Little Rock, AR.*

*Mr. Hinton's awards and decorations include the Superior Civilian Service Award, Defense Meritorious Service Medal with Two Oak Leaf Clusters, Army Commendation Medal with Three Oak Leaf Clusters, Army Achievement Medal with One Oak Leaf Cluster, Army Reserve Component Achievement Medal with One Silver Oak Leaf Cluster, National Defense Service Medal with Bronze Service Star, Armed Forces Reserve Medal with One Bronze Hourglass, Global War on Terrorism Expeditionary Medal, Army Service Ribbon, Armed Forces Reserve Medal with M-Device, Overseas Service Ribbon, and Certified Defense Financial Manager (CDFM).*



# THE FALCON AWARDS

FOR OUTSTANDING ACHIEVEMENT IN SOLDIER AND UNIT READINESS  
THE 2015 FALCON AWARD IS PRESENTED TO THE BEST ...

## Best Sustainment Command



311th Sustainment Command (*Expeditionary*)  
Los Angeles, Calif.

## Best Brigade



653rd Regional Support Group, Mesa Ariz.

## Best Battalion



418th Quartermaster Battalion, Marana, Ariz.

## Best Company



467th Transportation Company, Tacoma, Wash.

*The 79th SSC Falcon Awards Program was established to recognize excellence at each level of command: Expeditionary Sustainment Command, Brigade/Regional Support Group, Battalion, Company, or Detachment which best demonstrates the highest standards of sustained readiness. The Falcon Awards Program features positive measurements of current Army and 79th SSC goals within 22 readiness metrics.*



# Maj. Gen. Mark Palzer Assume

Story by Sgt. 1st Class Alexandra Hays  
201st Press Camp Headquarters

JOINT FORCES TRAINING BASE LOS ALAMITOS, Calif. – Against a backdrop of a massive American flag held in place by military tactical vehicles, Maj. Gen. Mark W. Palzer took command of the 79th Sustainment Support Command from Maj. Gen. Megan P. Tatu in a ceremony Dec. 5, 2015.

Lt. Gen. Jeffrey W. Talley, chief of the Army Reserve, officiated the ceremony, and thanked Tatu for her service.

“I want to thank Megan and her entire family for everything they’ve done to help this great command, for their exceptional service to the Army, and to the nation,” said Talley. “I certainly do look forward to getting Megan to the U.S. Army Reserve Headquarters at Fort Bragg, where she’ll assume her new duties as the chief of staff.”

The 79th SSC, which traces its lineage back to the 79th Infantry Division and first activated in WWI, is responsible for 19,000 Soldiers and civilians in 19 states. As the second largest subordinate command in the Army Reserve, the 79th SSC’s mission is to provide trained, ready, cohesive, and well-led sustainment units for world-wide deployment.

Under Tatu’s tenure the 79th SSC deployed over 2,000 Soldiers to the Middle East.

“The message that I have really is just a simple thanks,” said Tatu, who has more than 30 years of active and reserve service. “A thanks for their sacrifice, because we all know what it takes to wear the uniform; the sacrifices of their families, and I really can’t express enough gratitude of their commitment to serving something greater than themselves.”

“What a special privilege it’s been to wear the cross of Lorraine [the 79th’s Shoulder Insignia and unit patch, signifying triumph] for the last command position of my career,” said Tatu. “This iconic shoulder sleeve insignia represents a historic legacy of sacrifice by Soldiers of the 79th Infantry Division in the name of freedom in two world wars. While



The Commander of the Army Reserve, Lt. Gen. Jeffrey Talley (right) presents the 79th Sustainment Support Command’s colors to incoming commander Maj. Gen. Mark Palzer, during a change of command ceremony Dec. 5, 2015, at Joint Forces Training Base, Los Alamitos, Calif. (U.S. Army photo by Sgt. C. Jiles/released)

the missions of the 79th of old may have differed from that of present day’s 79th, the proud legacy of commitment to something greater than oneself exemplified in the unit’s motto ‘to do for country,’ remains a constant.”

Tatu’s next assignment will be as the Chief of Staff of the Army Reserve. She is the first female Soldier to ever hold that position.

“I really don’t ever approach a position in terms of gender,” Tatu explained of her new benchmark assignment. “It’s just the position at hand. I’m really very honored to be asked to continue to serve and that’s what is at the forefront for me.”

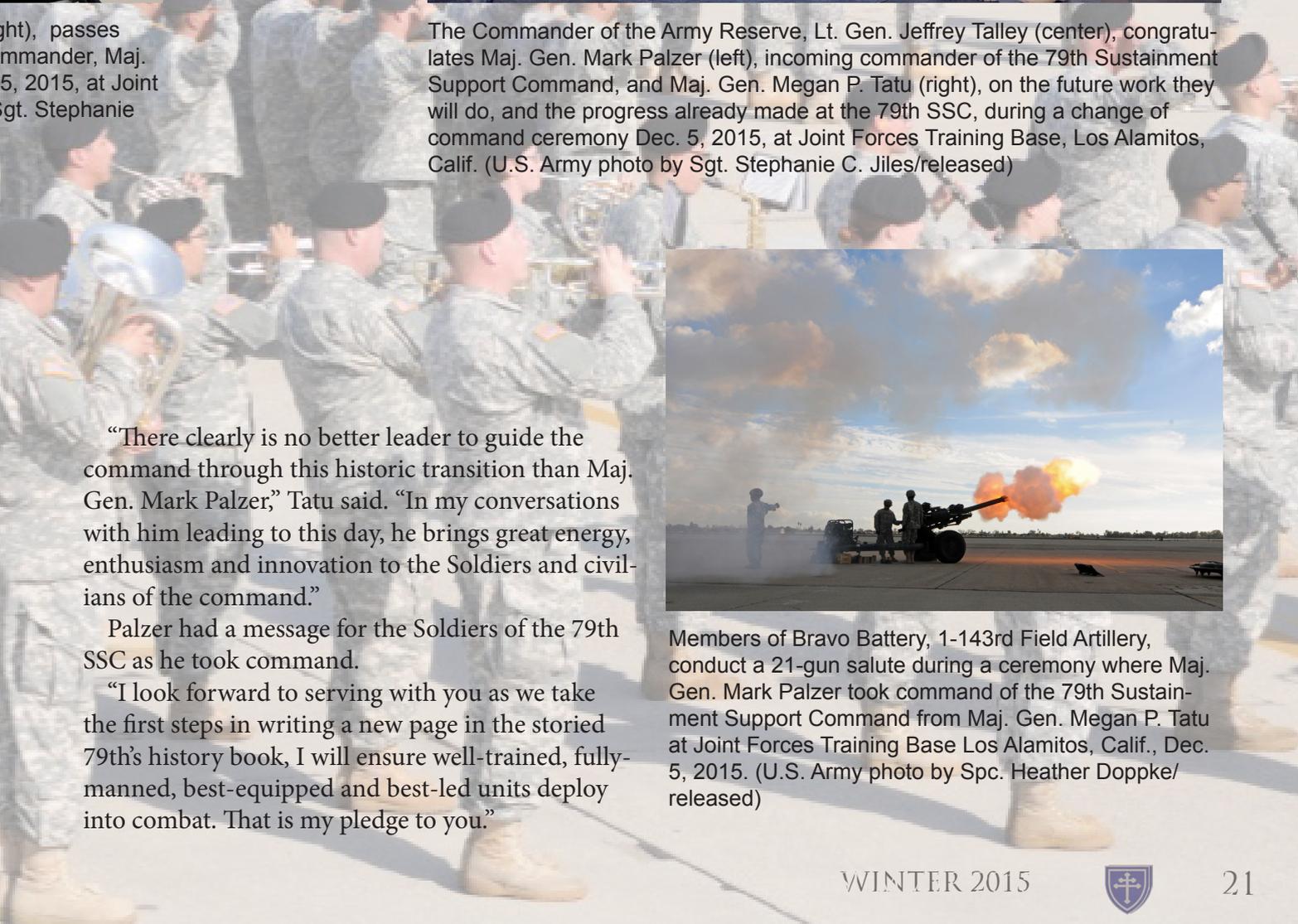
The 79th SSC will soon transition to a Theater Sustainment Command, taking on a more operational mission.

# Command of the 79th SSC



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ommander, Maj.  
5, 2015, at Joint  
gt. Stephanie

The Commander of the Army Reserve, Lt. Gen. Jeffrey Talley (center), congratulates Maj. Gen. Mark Palzer (left), incoming commander of the 79th Sustainment Support Command, and Maj. Gen. Megan P. Tatu (right), on the future work they will do, and the progress already made at the 79th SSC, during a change of command ceremony Dec. 5, 2015, at Joint Forces Training Base, Los Alamitos, Calif. (U.S. Army photo by Sgt. Stephanie C. Jiles/released)



Members of Bravo Battery, 1-143rd Field Artillery, conduct a 21-gun salute during a ceremony where Maj. Gen. Mark Palzer took command of the 79th Sustainment Support Command from Maj. Gen. Megan P. Tatu at Joint Forces Training Base Los Alamitos, Calif., Dec. 5, 2015. (U.S. Army photo by Spc. Heather Doppke/released)

“There clearly is no better leader to guide the command through this historic transition than Maj. Gen. Mark Palzer,” Tatu said. “In my conversations with him leading to this day, he brings great energy, enthusiasm and innovation to the Soldiers and civilians of the command.”

Palzer had a message for the Soldiers of the 79th SSC as he took command.

“I look forward to serving with you as we take the first steps in writing a new page in the storied 79th’s history book, I will ensure well-trained, fully-manned, best-equipped and best-led units deploy into combat. That is my pledge to you.”



# 4th ESC Hosts 79th SSC Warrior Fitness

Story by Staff. Sgt. Ruben Silva  
4th ESC Unit Public Affairs Representative

JOINT BASE SAN ANTONIO-FORT SAM HOUSTON, Texas – Fifty-seven Soldiers from throughout the 79th Sustainment Support Command participated in a Warrior Fitness Camp which provided courses of instruction on physical fitness and nutrition.

The two week program which ran from Sept. 8-21, 2015, called ‘Fit for Life,’ was hosted by the 4th Sustainment Command (Expeditionary) and was the third time they have held such a course.

79th SSC Command Sgt. Maj. Ted Copeland spoke to the Soldiers at the beginning and end of the event and stressed, “whether or not you stay in the Army, what I want you to get is how to be healthy, how to be fit for a lifestyle change.”

The message clearly resonated with participants by the end of the camp. “This program is one of the best ways to get, initially, a jumpstart on your physical fitness,” said Sgt. Joseph Parsons of the 372nd Quartermaster Battalion. “It’s about making a permanent change in your life. You have to adjust your social, personal, and work life. It has to be a permanent change.”

The Soldiers, divided into three groups based on fitness level, started the course with a diagnostic fitness training test and height/weight screening. In addition to a variety of physical training, ranging from circuit training to Zumba, the camp included classroom training to help each Soldier evaluate and better understand themselves. The culminating event was a record fitness training test and height/weight screening. Those who passed both events were afforded the opportunity to re-enlist or extend their re-enlistments.

“It wasn’t just physical, it wasn’t just mental, it wasn’t just eating patterns, it covered all of it,” remarked Pfc. Justin Anderson of the 96th Sustainment Brigade. “It’s just to teach you how to be a better person, a healthier person, all-around.” “Before I used to say I’m going to go to the gym once a day, but I didn’t have the motivation,” said



Soldiers and Cadre of the 79th SSC’s Fit For Life Camp stand in formation at the Alamo, September 20, 2015. (U.S. Army photo by Sgt. Felicia I. Gutierrez/released)



Brig. Gen. Peter Bosse, Deputy Commanding General - Reserve Affairs & Director, Army Reserve Engagement Cell, administers the oath of re-enlistment to Sgt. Magdalena Romero-Gonzalez, of the 711th Transportation Company, at the Alamo in San Antonio, Texas, September 20, 2015. (U.S. Army photo by Sgt. Felicia I. Gutierrez/released)

Spc. Andres Santos of the 257th Transportation Company. “Now with all this training, I want to keep running and working out.”

Of the 50 Soldiers that finished the training, 38 improved their push-up score, 44 increased in sit-ups and 48 improved their run or walk time. On average, each Soldier added four push-ups, nine

# Course - FIT FOR LIFE -

sit-ups and shed 2:37 off of their run or walk time. 257 total pounds were lost and the average Soldier improved by 3 percent body fat composition. The number of Soldiers who passed the final record fitness test, compared to the initial diagnostic test, more than doubled.

Members of the cadre saw drastic change in participants by the end of the camp. “Just about everybody got it. They were motivated,” said ‘Blue Team’ leader Sgt 1st Class Reko Parker. “Sitting back and allowing them to see that with just a little work ethic, good work ethic, you can start trying to improve. That was the biggest benefit.”

“I see the potential of this getting and better and better each time,” remarked Spc. Reginald Ray of the

328th Human Resources Company. “These people who came here, they lost weight, they lost inches. The progress they made, I guarantee you they’ll see

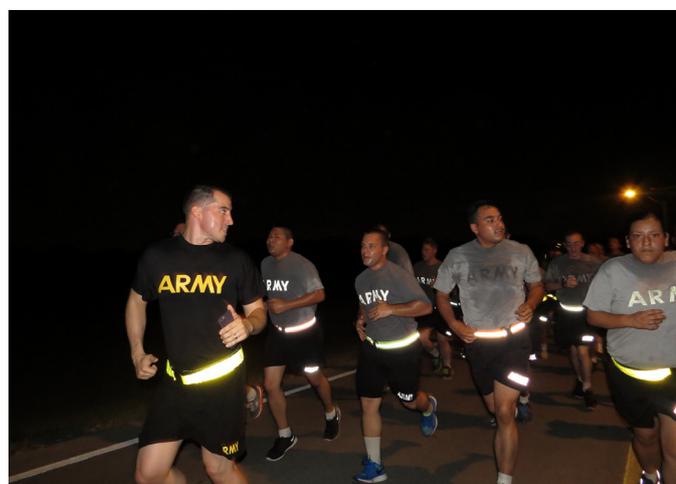
it when they get back to their unit.”

On the final day of the program, Brig. Gen. Peter Bosse, Deputy Commanding General - Reserve Affairs & Director, Army Reserve Engagement Cell, administered the oath of re-enlistment to two Soldiers who either extended their contract or re-enlisted. Com-

mand Sgt. Maj. Copeland gave each Soldier a certificate of completion and awarded 79th SSC coins to those who showed the most improvement.



Sgt. 1st Class Jorge Pimentel grades Spc. Franz Byars' push-ups during the Army Physical Fitness Test at the 79th SSC's Fit For Life Camp, September 19, 2015. (U.S. Army photo by Sgt. Felicia I. Gutierrez/released)



Capt. Valentin Boza leads Soldiers during the Commander's run at the 79th SSC's Fit For Life Camp, September 17, 2015. (U.S. Army photo by Sgt. Felicia I. Gutierrez/released)



Soldiers of the 79th SSC's Fit For Life Camp perform core training exercise, September 12, 2015. (U.S. Army photo by Sgt. Felicia I. Gutierrez/released)



4th ESC

# 4th ESC Assumes Vital CENTCOM Sustainment Mission

Story & photos by Master Sgt. Dave Thompson  
1TSC-OCP Public Affairs

CAMP ARIFJAN, Kuwait-  
The 4th Sustainment Command (Expeditionary) commanding general, Brig. Gen. Kenneth Jones and Command Sgt. Maj. Paul Swanson, 4th ESC command sergeant major, uncased their unit colors in ceremonies at Camp Arifjan, Kuwait August 25th, signifying the official transfer of authority from the 13th ESC who completed a nine-month tour of duty.

The 4th ESC, an Army Reserve Unit based at Fort Sam Houston, Texas, becomes the operational command post to the 1st Theater Sustainment Command, with the mission to sustain U.S. and allied forces throughout the entire U.S. Central Command region.

Jones praised the 13th ESC for a job well done and declared his Soldiers “ready and united as one team” to take over the vital sustainment mission.

“You are Soldiers of great character and determination who represent the best of our Army,” said Jones to his Soldiers. “And above all, you are professional Soldiers who I am proud to serve with.”

Jones concluded by thanking family members back home whose support and sacrifices, he said, make it possible for Soldiers to serve in the de-



Brig. Gen. Kenneth Jones and Command Sgt. Maj. Paul Swanson uncased the 4th Sustainment Command (Expeditionary) colors during a transfer of authority ceremony at Camp Arifjan, Kuwait, August 20, 2015.

fense of the nation.

Maj. Gen. Paul Hurley, 1TSC Commanding General, spoke about the difficulties inherent to logistics and the challenges of sustaining the force. “But we have the right unit, at the right place, at the right time heading the charge,” he said of the 4th ESC.

“1st TSC relies heavily on Army Reserve Sustainment units to perform its missions, and they are an integral part of our team,” said Hurley. “The skills that Reserve Soldiers have gained throughout more than a decade of war are vital to our success and they will continue to be at the forefront in the success of the Army as a whole.”



# 1st TSC Leaders Reinforce Sustainment Mission in Afghanistan

Story by Staff Sgt. Diana Anzaldua  
1TSC-OCP Public Affairs

BAGRAM AIR FIELD, Afghanistan – Brig. Gen. Kenneth D. Jones, Deputy Commanding General, 1st Sustainment Command (Theater) and Command Sgt. Maj. Paul C. Swanson, 4th Sustainment Command (Expeditionary) traveled from Kuwait to Afghanistan to visit Soldiers of the 1st

coalition air base and explained the priority of work and current retrograde operations taking place in Afghanistan.

“I was able to gain a clear vision along with the complexities of their mission as well as the obstacles they face, or will soon face, in completing their mission,” said Jones.

Jones and Swanson took time to visit with 1AD RSSB Soldiers and thank them for their service and commitment to the vital logistics mission in Afghanistan.

The 1st TSC leaders not only gained a better understanding of the mission here, but were able to reinforce their support and establish a promising working relationship.

Jones added that the leadership has a



Brig. Gen. Kenneth D. Jones, Deputy Commanding General, 1st Sustainment Command (Theater) visited Chief Warrant Officer 3 Aaron Clark from the 1st Armored Division Resolute Support Sustainment Brigade here Sept. 18 -21. Clark explained the priority of work and current retrograde mission in Afghanistan. (Photo by Sgt. Adam Hinman/released)

Armored Division Resolute Support Sustainment Brigade (1AD RSSB) here Sept. 18 -21.

Col. James Jennings, Commander of 1AD RSSB gave Jones and Swanson a tour of the sprawling

very good handle on the requirements, processes, and standards of their mission. “They display true care and support of their Soldiers while maintaining a high expectation of mission,” said Jones.



4th ESC

# 1st TSC Builds Sustainment Oper

Story & photos by Staff Sgt. Diana Anzaldúa  
1TSC-OCF Public Affairs

CAMP AS SAYLIYAH, Qatar – As the drawdown and base closures in Afghanistan continue, the need for sustainment operations to facilitate the process increases.

In response to this growing need for logistical support, the 1st Sustainment Command (Theater) dispatched a command element to Qatar.

Consequently, the needs to effectively develop operations led 1st TSC Soldiers to diligently work together since July to design and construct a sustainment operations center (SOC).

“The function of a SOC can best be described as the “brain” of operations because information from higher headquarters, subordinate units, and different staff sections from within the command flow to the SOC,” said Capt. Nestor Carrasquillo, battle captain, command post Qatar, 1st TSC. “Command and control operations occur in the SOC. We ensure the information gets to where it needs to go and provide facilities for planning, monitoring and directing tactical operations,” he added.

Upon arriving at command post Qatar, Lt. Col. John A. Salo, Deputy Operations Officer 1st TSC, established the need to quickly and efficiently develop a plan to construct the SOC in distinct phases.

“In order to monitor day-to-day operations to ensure that the strategic goals and the tactical needs are being met in Afghanistan, I ushered our operations team into the designated SOC area and explained my vision,” said Salo.

During the walk through of the area, it became apparent to Carrasquillo and Master Sgt. Juan A. Soliz, command post Qatar, operations noncommissioned officer in charge, that a collective effort from everyone was needed.

Soliz said the area was an abandoned server room that had been labeled “future SOC” and was cluttered with piles of boxes, mismatched furniture and eight server stacks that each reached seven feet in height.

“We started with nothing but containers full of



The final phase of the 1st Sustainment Command (Theater), Sustaining a few cosmetic features to the SOC and building upon require

stuff,” said Salo. “We knew it was going to be a collective effort of moving things around and getting communications set up.”

The team quickly moved from the first phase of planning and procuring equipment into the second phase, the assembly of the SOC. Soliz inventoried equipment and Carrasquillo created a digital room layout.

Carrasquillo realized his team needed additional assistance with the configuration, so he employed Sgt. 1st Class Terri L. Birch, command post Qatar, operations battle noncommissioned officer, to pull up floor tiles and run communication wires within the SOC.

“With the help of different sections, it was my



# Communications Center in Qatar



Sustainment Operations Center is currently underway. Besides added technology, the building continues to improve on a daily basis.

goal to recreate a fusion cell where everyone will be brought together in one room and information flows freely throughout the SOC,” said Birch.

Birch went on to say they couldn’t have moved on to the third phase without the quick response of the Command Post-Qatar’s communications team. “They were there to assist in the relocation of the server stacks and ensure that all communication wires were arranged correctly.”

The third phase consisted of moving into the SOC and establishing a communication system that was fully operational. Carrasquillo said, while there were some hiccups during this phase, the battle desk is currently operational and section support personnel have



(From left to right) Capt. Nestor Carrasquillo, battle captain, command post Qatar, 1st TSC; Lt. Col. John A. Salo, deputy operations officer, 1st TSC and Master Sgt. Juan A. Soliz, command post Qatar, operations non-commissioned officer in charge, take a short break from battle operations to pose in the sustainment operations center at Camp As Sayliyah, Qatar.

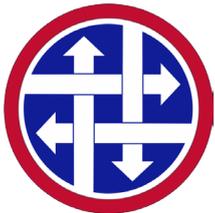
begun moving into the SOC.

“The priority of work right now is base closures, re-sizing the theater, and meeting different phase marks,” Salo said. “We will be able to provide value to sustainment units in Afghanistan to enable them to do their mission better and easier.”

Salo added, the final phase is currently in progress and hopes to have the SOC fully operational within the next couple of months. Besides adding a few cosmetic features to the SOC, and building upon required technology, the building continues to improve on a daily basis and the goal is attainable.

“When we turn this over to our replacement unit, I would like them to be able to walk into a turnkey operation where everything is functional [and] communications never go down,” Salo said. “They will be able to step right in, take over and build upon what we have built so far to better what is happening in Afghanistan.”

It was through vision and teamwork that the construction of the SOC has come this far. “It’s certainly not a one-man show; there was a lot of help from a lot of people,” said Salo. “The success so far is from suggestions, setting things up, adjusting as we go and remaining flexible.”



4th ESC

# Building Relationships: 1st TSC Chaplains

Story & photos by Staff Sgt. Diana Anzaldúa  
1TSC-OCP Public Affairs



Capt. Sean M. Sullivan, Battalion Chaplain, 419th Movement Control Battalion, discusses 'The 7 Habits of Highly Effective People' by Stephen R. Covey. Twenty-seven participants from across the 1st TSC and subordinate units were afforded the opportunity to participate in the training from Oct. 22–26.

CAMP AS SAYLIYAH, Qatar – Army Soldiers continue to experience the stresses of deployment operations from the battlefields which often result in relational conflict with loved ones they have left behind.

The 1st Sustainment Command (Theater) Family Life Religious Support team recognized the need to reinforce and enhance resiliency throughout the command and implemented the Relationship Enhancement Soldier Training program.

From Oct. 22 – 26, 27 Soldiers based at various locations throughout the 1st TSC's area of operations received the opportunity to participate in the REST program.

“The REST program is the best opportunity a Soldier has at this time to develop the reset and resiliency feelings and frame of mind they need prior to redeploying,” said 1st TSC Chaplain (Lt. Col.) Taz W. Randles.

The REST program is available for both single and married Soldiers. REST affords them the opportunity to look keenly at their relationships and determine if they are benefiting or adding more stress to their lives.

The program is designed to increase morale, encourage marital and relationship integrity, while reducing relational conflict and divorce rates among 1st TSC Soldiers.

“It holds the potential to reignite the emotions that often become deadened by the tempo, receptiveness, and relational dulling that deployment brings,” said Randles, who oversees 13 chaplains throughout the 1st TSC and its subordinate units.

The structure of the program has three phases of group centered classes. This method of interaction creates a forum for Soldiers to discuss personal challenges and struggles faced during deployment.

The first phase of the classes explore understanding emotional intelligence and reflecting on positive and negative emotions.

“The tool that I utilized during the emotional intelligence phase was ‘The 7 Habits of Highly Effective

People' by Stephen R. Covey,” said Capt. Sean M. Sullivan, battalion chaplain, 419th Movement Control Battalion, who led the group centered segments of the program. “We broke off into groups, and I had them discuss different destructive behaviors and how we can overcome those every day behaviors that we find ourselves trapped in, or falling into with the seven habits.”

According to Sullivan, Covey's book focuses on an understanding that, there is more than one way to think about things. This enabled participants to see the positive outcome of doing things in a different way.

The ultimate goal of the first lesson was to help participants realize the rewards of investing in themselves and changing their negative thinking into positive thinking.

“This phase identified some of my shortcomings that have hindered my growth and development, personally and professionally,” said Pfc. Africa P. Boyd, program participant and administrative clerk, 140th Movement Control Team.

“This is something that I am definitely going to take back with me to open better lines of communication not only with my family, but people that I work with on a daily basis,” Boyd said.



# Implement Soldier Resiliency Program



Spc. Stephen Roberts (center), program participant and supply sergeant, 119th Inland Cargo Supply Company, interacted with fellow Relationship Enhancement Soldier Training program participants during the introduction of the course.

Participants spent the next phase of the class discovering the empowerment of forgiveness.

They divided into groups, viewed a video about understanding and empathy, and discussed different aspects of forgiveness and the empowerment and freedom one feels once forgiveness is achieved.

“My father died in my arms, and I had a flashback that led me to shed a few tears during the forgiveness portion,” said Spc. Stephen Roberts, program participant and supply sergeant, 119th Inland Cargo Supply Company. “I didn’t cry when my father passed, but this class touched me deeply and helped me develop my feelings,” Roberts added.

“I never knew my father; he was a great man, but he was never there,” said Roberts. “It wasn’t until he was sick that I got closer to him and knew what he was going through as a man. I didn’t put myself in his shoes, but I now feel compassion, and I forgive him.”

Participants spent the final phase of classes examining spiritual resiliency and the relationship between their spiritual faith, core beliefs, and resiliency.

The program also promoted an understanding of spiritual resiliency, provided an opportunity for Soldiers to strengthen their spiritual fitness, and prioritizing their lives, holding on to the important things, and maintaining relationships.

“Our core competencies are nurturing the living,

caring for the wounded, and honoring the fallen,” said Capt. Lonnie Gonzales, family life chaplain, 1st TSC. “That’s what we value. This program is there specifically to nurture the Soldier; this is our opportunity to shine as a Chaplain Corp.”

Participants were given the opportunity to attend a contemporary Christian service after learning that spiritual and religious beliefs and practices can be an excellent source of strength and support during times of adversity.

Sullivan echoed the importance of spiritual resiliency. “The main aspect of spiritual resiliency is hope,” he said. “If we can find hope in our spiritual lives, whatever we believe in, there is still hope.”

The program allowed participants to get some rest and relaxation, meet new people and enjoy a cultural visit to downtown Doha, Qatar.

Participants learned that enhancing resiliency during a deployment is a challenge in itself; however, the 1st TSC’s REST Program is quickly picking up steam and making an impact on Soldiers across the command.

According to Randles, REST demonstrates to Soldiers that their command truly cares about investing in their resiliency.

“In the urgency of Army Reserve and National Guard members to get back to their families and communities, and of active duty members to begin post-deployment block leave, there is less intentional planning and preparation required for rest of emotions and the relational skills that are important for post-deployment success,” Randles said.

“REST helps narrow that gap because it is offered while the Soldiers are still in theater and contemplating reunion,” Randles added.

Due to continued success of the program, the 1st TSC FLRS team conducted another REST program this past December.

“I didn’t know what to expect at the beginning of this program and thought this was going to be a normal Army class,” said Roberts. “This program is an experience of a lifetime; it’s life changing. All aspects of my life were deeply touched.”



# Army Reserve Firefighters Rip It Up

Story & photos by Maj. Gregg Moore  
311th Sustainment Command (Expeditionary)

## 311th ESC

BLUE GRASS ARMY DEPOT, Ky. – Army Reserve Soldiers of the 163rd Ordnance Company from Tustin, California, practiced the “third door conversion” using the Jaws of Life, here June 9.

Firefighters use this technique to make it possible for paramedics to safely pull car accident victims out of a heavily damaged four-door car.

The Army firefighters learned several other techniques with the Jaws of Life during their annual training with the Blue Grass Army Depot Fire Department.

“It depends on the car and the situation, every accident is different. Firefighters need to have the flexibility to make a decision on the scene of how they will open the car,” said Brian Snoddy, BGAD firefighter.

Snoddy introduced 163rd Ordnance Company firefighters to the third door conversion. This technique can be used to open up an entire side of a four-door car, making room for emergency medical personnel to stabilize and safely remove injured passengers.

The first step is to assess the situation, which includes checking for injuries to the passengers and damage to the vehicle. If the situation warrants the use of the Jaws of Life, the firefighters next stabilize the vehicles with blocks and let the air out of the tires to minimize movement. They then cover the patient and remove the windows and windshield. Modern automotive glass breaks in a way that typically does not result in sharp and potentially dangerous pieces of glass.

Once the glass is removed and any other potential risks are mitigated, such as side-airbags, the firefighters use a pike tool to open up a seam of the door jamb. They create enough space for the Jaws of Life to slide into. The jaws amazing strength can then spread or crush the metal, in order to rip apart the door’s hinges and joints. Automobile accidents can result in doors being jammed into the frame, which cannot be opened by human strength alone. The Jaws of Life and other power tools give rescuers the ability to quickly



Spc. Mark Brooks cuts into the door jamb of a junk car with the Jaws of Life to practice safe and controlled techniques to rescue car accident victims at Blue Grass Army Depot, Ky., June 9th.

tear apart a car in a safe and controlled manner, saving lives.

The firefighters, using the jaws and other tools such as axes, hooks, picks and saws, make short work of the car doors and reinforced beam between the front and back doors. Ultimately, they fold the entire side of the car down, giving paramedics access to passengers in the front and back seats.

Further action may be needed to help extricate the passengers, such as cutting the braces to the roof so it can be folded back or cutting into the reinforced structure behind the front wheels to roll the dashboard forward, which may be necessary if the driver’s feet are caught up in the pedals.

By practicing the “third door conversion,” Army Reserve firefighters are more prepared to save lives at home and abroad. If you are interested in becoming an Army Reserve firefighter, contact your local recruiter or Army Reserve career counselor.



# Bluegrass and Bullets

Story & photos by Maj. Gregg Moore  
311th Sustainment Command (Expeditionary)

BLUE GRASS ARMY DEPOT, Ky. – One-hundred and six Army Reserve Soldiers from the 163rd Ordnance Company, Tustin, California, spent their two-weeks of annual training at one of the few munition depots in the United States this past June.

Soldiers were afforded the opportunity to work in several ammunition handling functions alongside Department of the Army civilians employed with the depot.

This was more than just practicing their specialty, these Soldiers were using their training to accomplish valuable work for the Department of Defense.

To make the most of the experience, the Soldiers worked at different sites for a few days each, learning about different ammunition and some of the best practices in handling, managing, and transporting large and small types of rounds and explosives. From taking apart decades old 105 mm howitzer rounds for inspection and recycling, to building wooden storage boxes to assisting with burn-off of expired explosives, the ordnance Soldiers learned a side of their military few have the chance to see.

Sgt. Heather Newman trained Soldiers to correctly label ammunition crates for shipment to various locations. She instructed the younger troops on the importance of double checking markings and tags on the boxes to prevent people from miscounting of rounds on the receiving end by scanning an old or incorrect label. She said, “The civilians use a different system to track ammunition than we did in theater. It’s good for us to learn different ways to manage shipments.”

Other duties included inspecting, cleaning, moving, and cataloging tons of dunnage left outside in the elements. They separated and repackaged various types of ammunition for shipping. They assisted in the disassembly of expired ammunition for recycling or demilitarization. They even worked in a wood shop to build custom boxes for various purposes.

The 163rd Ordnance Company firefighters trained with the BGAD Fire Department on working in heavy smoke with breathing devices, the Jaws of Life, and practiced confined area operations.

The Blue Grass Army Depot is a green and wooded facility not far from Lexington, Kentucky. More than



Soldiers from the 163rd Ordnance Company out of Tustin, Calif., band ammunition crates together for shipment during their annual training at Blue Grass Army Depot, Ky.



Spc. Antoine Syverain, 163rd Ordnance Company, Tustin, Calif., helps recycle old 105 mm howitzer rounds at Blue Grass Army Depot, Ky., during his annual training in June.

900 fortified storage bunkers covered in grass dot the lush landscape, storing virtually every type of munition in the American inventory. Much of the ammunition is decades old and has surpassed its functional lifespan. It waits at BGAD for recycling or demilitarization. The facility employs thousands of civilians. However, the work is well suited for Army Reserve Ordnance Soldiers to practice and expand their skills with this opportunity to participate in this important part of the unspent military ammunition.

This great training area accommodates Army Reserve, National Guard, and Active Component units, as well as ROTC and others at various times of the year.





# Army Reserve Soldiers Plan Port Operat

Story Sgt. Jennifer Osborn  
311th Sustainment Command (Expeditionary)

311th ESC

ALAMEDA, Calif. – Hawaii-based U.S. Army Reserve Soldiers from the 302nd Transportation Terminal Battalion, conducted mission command, planned port operations, and created training sets for subordinate units during annual training from July 25 to Aug. 7, 2015.

The Big Logistics-Over-The-Shore, West exercise unites Army Reserve Soldiers from Hawaii, Washington, Virginia, Texas, Louisiana, Massachusetts, Minnesota, Georgia, California, and Puerto Rico to conduct fixed port and logistics-over the shore operations.

At Alameda Point, more than three hundred Soldiers from various Army Reserve units trained with heavy equipment, prioritized and delivered supplies, ran-through other port operations, and responded to earthquake and fire drills. Soldiers honed their skills during a myriad of controlled scenarios as a team in situations similar to what they would face during a real-world mission. The 302nd TTB can distribute supplies to sustain forces in just about any austere environment.

Maj. Sean Sherwood, 302nd TTB battalion commander, explained that training at Alameda Point gives Soldiers experience on a real port with large crane ships. He said sleeping on an auxiliary crane ship and working aboard boats and in tents gives Soldiers deployment-like mindset for a humanitarian or disaster relief assistance mission or in a combat zone.

“Even if we have port security provided by the local civilians who are not military, we still have an inherent responsibility in protecting our Soldiers,” said Sherwood. “Our security staff is getting real world and exercise training.”

“In the real world, you cannot show force to successfully integrate with a host country to be able to work with them and trust they will assist in providing security,” said Sherwood.

Soldiers conducted drivers training, trans-

ferred shipping containers from the Army’s Landing Craft Utility 2000 boats across several Navy crane ships, and faced mock protesters. Sherwood said in these exercises, leaders identified setbacks and created solutions to avoid hiccups in real-life situations.

“It causes the staff and the commanders to think about the perception that people may have of us at the port and how we are going to react,” said Sherwood. “What we have learned here is going to help us not only during wartime, but also for humanitarian assistance and disaster relief if we’re ever called upon.”



ions



The 743rd Transportation Company (Seaport Operations) hoists a Humvee over the deck of a U.S. Maritime Administration Crane Ship. (US Army photo by Spc. Heather Doppke, 79th SSC)



Spc. Arturo Flamenco (right), a heavy equipment operator with the 441st Transportation Company (Seaport Operations), signals to Staff Sgt. John Wetzel, a cargo specialist and squad leader with the 441st Trans. Co. (US Army photo by Sgt. Hector Corea, 302nd Mobile Public Affairs Detachment)



Spc. Cody Anderson, cargo specialist, 743rd Transportation Company, communicates with arm and hand signals with the crane operator. (US Army photo by Spc. Heather Doppke, 79th SSC)



# Army Reserve Soldier uses Military Training

Story & photos by Sgt. Jennifer Osborn  
311th Sustainment Command (Expeditionary)

## 311th ESC

ALAMEDA, Calif. – The 397th Signal Company, Riverside, California, maintained the Joint Network Node and satellite transport terminal to provide secure voice, video, and data services to troops at Alameda Point, Military Ocean Terminal Concord, and Camp Parks, California, during the Big Logistics-Over-The-Shore, West exercise.

More than 750 Army Reserve Soldiers from all over the United States participated in this seaport and harbor logistics operations exercise from July 25 to Aug. 7, 2015.

Spc. Daniel Membreno, a satellite communication systems operator-maintainer with the 397th Signal

Company, specializes in setting up and maintaining the satellite transport terminal and assists other units when they need signal support.

“If any unit has an issue and they come to us, then we help them out,” said Membreno. “Whether their phones are not working or they are having network issues, we assist them to make sure they have communications. We make sure they can talk and send data, so they can accomplish their mission.”

Membreno, previously a medic with the 304th Sustainment Brigade, Riverside, California, decided to change his Army specialty to help advance his civilian career as a network specialist. After completing satellite communication systems operator-maintainer training, Membreno joined the 397th Signal Company. He was hired into a civilian company through networking and diligence with his fellow Soldiers.

“If you do enough work, eventually people are going to pay attention and you will reap the rewards,”



U.S. Army Reserve Spc. Daniel Membreno from the 397th Signal Company (Network Support), Riverside, Calif., provides communications support during annual training at Big Logistics-Over-The-Shore, West at Alameda, Calif., Aug. 4, 2015.



U.S. Army Reserve Spc. Daniel Membreno (Network Support), Riverside, Calif., works on a satellite transportable terminal during annual training at Big Logistics-Over-The-Shore, West at Camp Parks, Calif., Aug. 4, 2015.

# to Advance Civilian Career

said Membreno. “Now, I’m a network specialist, which basically means you do network anything, for the Marine Corps Tactics and Operations Group in Twenty-nine Palms.”

Membreno said he learned a lot of values from his parents and many of them were reinforced in the military. He said people pay attention to the simple things. It is important to be in the right place at the right time in the right uniform. Soldiers move with a purpose and have a sense of urgency.

“Spc. Membreno knows a lot about the technical aspects of the equipment, and he’s always willing to learn about other pieces that are not within his

scope,” said 397th Signal Company Commander, 1st Lt. Justin R. Maatuban.

Spc. Jose Chavez, a signal support systems specialist with the 397th Signal Company, is cross training on the joint network node and satellite transport terminal during the exercise.

“He’s a great leader,” said Chavez of Membreno. “If he thinks someone else needs to focus on the equipment, he’ll take the time to teach them. He wants to make sure that the next person who takes his job will be more than qualified to do it.”

Membreno joined the military in 2010 and is six months from completion of his bachelor’s degree in network systems security from California Intercontinental University.



no from the 397th Signal Company  
cates other Soldiers on the satel-  
-training at Big Logistics-Over-The-  
4, 2015.





311th ESC

# 311th Sustainment Command (Exped

Story & photos by Maj. Gregg Moore  
311th Sustainment Command (Expeditionary)

CAMP PARKS, Calif. – The 311th Sustainment Command (Expeditionary) is the first unit of its type to conduct a “Command Post Exercise – Functional” of the eight ESCs in the United States Army Reserve.

During this exercise, the 311th staff and leadership simulated managing logistics and transportation units in a forward-deployed expeditionary environment from 16-23 Sept.

Maj. Gen. Megan Tatu, commanding general, 79th Sustainment Support Command, stated, “The active Army cannot go to war without the Army Reserve” and ESC’s provide the backbone for USAR expeditionary capabilities. ESCs are structured to plan and coordinate logistical and transportation support for forces in a forward deployed area of operations. It is vital U.S. Army Reserve sustainment units continually work to improve because 65 percent of the Army’s logistics support lies within the reserve structure.

With the assistance of the 75th Training Division, 593rd ESC, 8th Theater Sustainment Command, 155th and 371st Combat Sustainment Support Battalions, and other units, the 311th ESC was provided expert Soldiers, role-players, and observers. The 311th ESC was able to practice processes and staff coordination through realistic scenarios designed to challenge the staff to grow as a team to the next level.

Using a closed computer network, the 311th



Brig. Gen. David Elwell, Commanding General, 311th Sustainment Command (Expeditionary), speaks to his staff during a Battle Update Brief during the Command Post Exercise – Functional at Camp Parks, Calif., Sept. 20.

ESC operated a command post within a simulated theater of operation, complete with inputs and feedback from notional higher, lower, adjacent, and adversary units. The 75th Training Division designed the scenario to include hypothetical nations with a realistic storyline founded on geopolitical events which could happen in several regions around the globe. Within this training setting, the 311th ESC simulated U.S. forces transitioning from combat operations to stability operations. This required ESC planners to anticipate and often skillfully react to changing situations.

The exercise is part of the 311th’s preparations for the uncertainty of a deployment. Brig. Gen. David Elwell, commanding general, 311th ESC, asked his Soldiers, “I can see what’s going on in the world. The world is a very unstable place. ESC headquarters have been deployed steadily ... If we have to deploy



# itionary) is First ESC to Conduct CPX-F



Sgt. Jon Findley (right), 311th Sustainment Command (Expeditionary) Intelligence Noncommissioned Officer, explains how to brief the enemy situation using the Command Post of the Future computer system with Pfc. Arturo Gonzalez (left) during the 311th Sustainment Command (Expeditionary) Command Post Exercise – Functional at Camp Parks, Calif., Sept. 19.

to any of the hotspots around the world, are we ready to go?”

Since returning from their 2013 deployment, the 311th ESC has undergone significant personnel changes. With this exercise, more than 100 311th ESC staff members worked together, training for their deployment mission for the first time. “The number one priority for the Army is to be individually and collectively ready to deploy and fight the nation’s wars,” said Elwell.

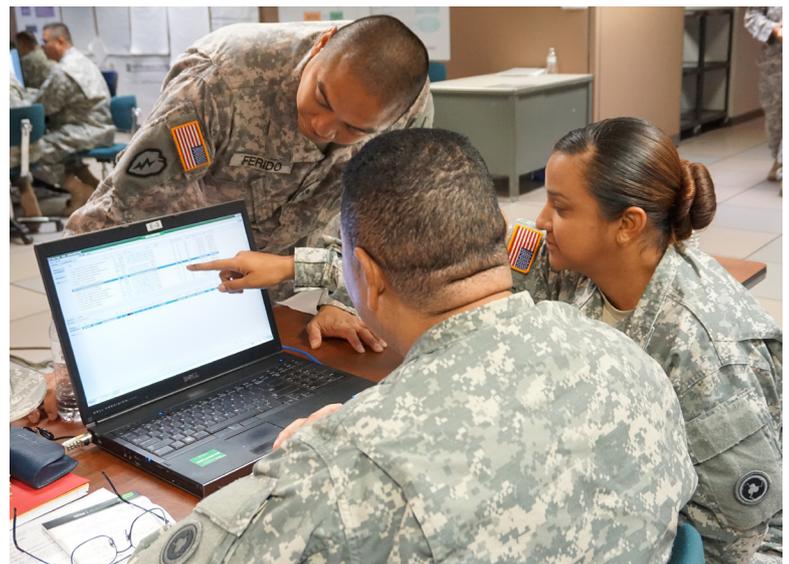
Much of the mentorship for the exercise came from the active component 593rd ESC, out of Joint Base Lewis-McChord, Washington. Soldiers from the 593rd routinely participate in exercises with I Corps and Pacific Command. Their recent training events include Talisman Sabre and Pacific Pathways which roll up as many as

nine different exercises in multiple partner nations. They also join in subject matter expert exchanges with the Philippines and India.

Elwell said, “We need the knowledge the 593rd brings to us.”

The ESC Soldiers will continue to hone their collective processes between now and the June 2016 Combat Support Training Exercise. Other ESCs are scheduled to follow the 311th’s lead with their own Command Post Exercises during 2016.

“Even if it’s difficult to do, we need to continue this training on our battle assemblies,” stated Elwell. “Let’s build on the progress we made here.”



Spc. Triay Torres (right), works with Sgt. Neil Ferido and Staff Sgt. Peter Braithwaite (left) to plan a response to one of the support operations scenarios during the 311th Sustainment Command (Expeditionary) Command Post Exercise – Functional at Camp Parks, Calif., 19 Sept. (U.S. Army Photo by Spc. Ivanova Jimenez 311th ESC)



# Logisticians Learn to Work as a

Story & photos by Capt. Marvin Baker  
364th Sustainment Command (Expeditionary)

## 364th ESC

FORT MCCOY, Wis. - People fill their summers with vacations at all-inclusive resorts, road trips, or afternoons at the park. That's true for many Soldiers as well. However, for nearly 200 Soldiers in the 364th Sustainment Command (Expeditionary), they also fit in more than 14 days of tough and realistic annual training at the Combat Support Training Exercise 86-15-03 this year here.

The CSTX is a multi-component 21-day training event that brings together more than 60 Army Reserve units that complete scenario-based training replicating real-world situations.

“For the 364th ESC, that means Soldiers get to practice their war fighting functions. The 364th ESC headquarters is responsible for coordinating logistical support in a deployed environment. The CSTX is the unit's culminating event that gets the team one step closer to being ready for any upcoming deployment,” said Col. Kenneth Buck, the unit's chief of operations officer.

Soldiers who participated in the CSTX worked alongside other experienced service members and observer-controller trainers who guided them through their war-fighting functions in a simulated combat situation.

Although the combat is simulated at CSTX, Soldiers must prepare. That's why members of the 364th ESC spent nearly every battle training assembly this year practicing and setting the right conditions for success here.

“The purpose of all the practice each battle assembly we did - setting up the DRASH tents, the tactical networks, and the office space was to make it easier for us to hit the ground running

during CSTX,” said Sgt. 1st Class Reko Parker, the unit's operations center noncommissioned officer in charge.

The CSTX also provides annual training for hundreds of other Soldiers who have a mission to



The 364th Sustainment Command (Expeditionary) dramatically increased their war-fighting functions and abilities during the Combat Support Training Exercise at Fort McCoy, Wis. During the scenario at Fort McCoy, the 364th ESC controlled the missions for more than 150 military units that moved supplies within an area of nearly 3,000 square miles.

support the training exercise. Some of those units specialized in equipment aerial delivery, quartermasters, military police, and water purification. Whether Soldiers are packing and delivering supplies from a cargo plane or participating in stabilization activities in a foreign country, they get realistic training that better prepares them when called to duty,” said Col. David Hammons, the unit's chief of staff.

“Halfway through their duty at CSTX, Soldiers in the 364th ESC dramatically increased their war-fighting functions and abilities. At about day five, I felt we turned the corner and things started



# Team at Training Exercise



The 364th Sustainment Command (Expeditionary) headquarters is responsible for coordinating logistical support in a deployed environment. The Combat Support Training Exercise is the unit's culminating event that gets the team one step closer to being ready for any upcoming deployment.

to come together," Hammons added.

The 364th ESC's primary mission is to command sustainment brigades that provide combat support and combat service support in the areas of supply, maintenance, transportation, field services, and the functional brigades or battalions that provide medical, general engineering and construction, smoke generation, biological detection, and decontamination support. The command is designed to deploy into a theater of operations, assume command of the logistical units in place and provide oversight and materiel management. The command will report to a theater sustainment command while in theater.

During the scenario at Fort McCoy, the 364th ESC controlled the missions for more than 150 military units that moved supplies over an area approximately 3,000 square miles. Some of the training for logistics Soldiers requires them to accurately track where troops and trucks are located while anticipating where combat commanders

might need those resources in the future. Other training tests Soldiers' ability to respond to an attack at the base camp or to simply growing accustomed to wearing several pounds of tactical protective equipment.

Spc. Kathryn Cheney, a wheeled vehicle mechanic with the 660th Ordnance Company based out of Pocatello, Idaho, said, "I am learning more about how logistics works at a much higher headquarters than I am used to. So many people here have been very helpful and have helped me learn a lot about this new job," she added.

The focus of the training is to test and validate combat support and combat service support units like transportation companies, military police, and engineers. The CSTX put Soldiers in a stability operations environment. From the very beginning, Soldiers in the 364th ESC came to Fort McCoy and began conducting their operations as if they were deployed. First they conducted a reception and integration phase. The unit then set up an area of operations, established life support, established command and communications, and started performing operations.

When the exercise was complete, Soldiers conducted a reverse phase and redeployed back to their home stations.

For Soldiers in the 364th ESC, summer time isn't just for vacations. It's also an important time to learn how they fit into defending the nation.

"This training allows Soldiers to see how we integrate into the battlefield," said Parker. "It shows us how our unit sustains the fight."



# Army Reserve Soldier Swaps Stories with Navy and Army Veterans

Story & photos by Capt. Marvin Baker  
364th Sustainment Command (Expeditionary)

364th ESC

LEAVENWORTH, Wash. - More than two dozen Navy and Army veterans now living in Washington came together for the 2015 Washington State Amphibious Forces Association Conference here, Sept. 2-3.

During the two-day gathering, the veterans reminisced and shared stories of their lives in the military during past wars and conflicts going back to World War II. However, this year marked a new addition to the meeting.

Command Sgt. Maj. Jason Biermann, senior enlisted member of the Tacoma-based 654th Regional Support Group, initiated the unit's emerging partnership with the Snohomish County based veterans service

Logistics Support Vessel-3.

Earlier this year, several members of the veterans group toured the LSV-3, where they first learned of the Army Reserve's unique watercraft capabilities. Tony Campbell, a long-time member of the group and Vietnam-era veteran who plans the group's events, believed Biermann was a perfect choice for guest speaker.

"The members are still talking about how they enjoyed the tour of the LSV-3 his (Biermann's) Soldiers gave them," Campbell said.

The tour brought back memories of time spent on military landing ship, tanks during WWII and Vietnam, he said.

During his remarks, Biermann discussed how Army Reserve Soldiers in his unit train and prepare for their missions in support of the nation and the community. He also thanked the veterans for their service, which inspired generations of Soldiers to serve the nation as they did.

Army Reserve Soldiers and veterans lead unique and stressful lifestyles. Conferences like this one give current and former Soldiers an opportunity to share challenges, learn to overcome them, and encourage one another to stay strong. The Army urges Soldiers



Command Sgt. Maj. Jason Biermann, senior enlisted member of the Tacoma-based 654th Regional Support Group and Mount Vernon, Wash., native, marked the unit's emerging partnership with a Snohomish County-based veterans service organization by accepting its invitation to be the guest speaker at the 2015 Washington State Amphibious Forces Association Conference in Leavenworth, Wash., Sept. 2-3. The 654th RSG is an Army Reserve unit that provides logistical support under the mission command of the 364th Sustainment Command (Exp.) based in Marysville, Wash.

organization by accepting its invitation to be the guest speaker at the event.

The specialized veterans group has nearly 200 members who all spent part of their military careers on amphibious watercraft. The 654th RSG has several U.S. Army watercraft units in its command, including the 805th Transportation Detachment, which has the

to remain connected to the Army from recruitment, throughout their careers, and as they transition back to their civilian communities. Veterans who successfully reintegrate and continue their connections to the Army build relationships and resilience - making them Soldiers for life.



# 364th ESC & I Corps Senior Leaders Discuss Readiness

Story & photos by Capt. Marvin Baker  
364th Sustainment Command (Expeditionary)

JOINT BASE LEWIS-MCCHORD, Wash. - Senior leaders from the 364th Sustainment Command (Expeditionary) and across all Army components came together for the I Corps Senior Leader Development Training: Commander's Readiness Conference Oct. 22-23 here, to emphasize and achieve readiness across the total force while discussing the ongoing implementation and benefits of the Army's Total Force Policy.

The Army's Total Force Policy joins the Army's active component, National Guard and Army Reserve to create a single, integrated and operationally ready force.

"The conference was absolutely invaluable in strengthening the partnerships between Army Reserve, National Guard and active component forces," said Brig. Gen.

Gregory Mosser, 364th Sustainment Command (Expeditionary) commanding general.

"The time spent talking frankly about what we need from each other to make the Total Force Policy a living, active way of operating enabled us to make great progress in advancing the work and training we do together," he added.

The two-day training event also communicated Army and I Corps priorities in setting conditions to

dialogue while focusing on building and sustaining readiness with regionally aligned forces.

"The most striking thing I saw at this conference is how fervent and genuine the senior leaders in each component are about advancing our collective partnerships," said Mosser.

The 364th ESC is an Army Reserve unit head-



Senior leaders from the 364th Sustainment Command (Expeditionary) and all Army components came together for the I Corps Senior Leader Development Training during the Commander's Readiness Conference, Oct. 22-23 at Joint Base Lewis-McChord, Wash.

quartered in Marysville, Washington, with more than 3,000 Soldiers in more than 30 subordinate units in five states. The ESC's mission is to provide logistics and sustainment support to military operations during overseas deployments. Soldiers in these units hone their warfighting skills with two to four weeks of annual training, conducted often during large-scale multi-component exercises.



# The 364th ESC and 79th SSC Honor WWI Veterans At Memorial Ceremony

Story & photos by Capt. Marvin Baker  
364th Sustainment Command (Expeditionary)

MOUNT VERNON, Wash. - Brig. Gen. Kurt Hardin, deputy commanding general of the 79th Sustainment Support Command and Olympia, Washington resident, along with members in the Marysville based 364th Sustainment Command's (Expeditionary) Survivor Outreach Services and community relations offices supported a memorial ceremony and living tribute in honor of the ultimate sacrifice of 50 World War I Veterans from Skagit County, here May 26.

During the ceremony, Hardin led a roll call of those 50 Skagit County men.

The ceremony also marked a renewed effort to encourage residents who live along Memorial Highway in Mount Vernon to plant one elm tree for every local service member who died during WWI.

"What the community is doing to replace those trees is just impressive," Hardin said after the ceremony. "It's a grassroots effort."

For the past several years, members of the Washington State University Skagit County Master Gardener Foundation, and other community members, led the memorial restoration project hoping to replant nearly 50 elms that helped the citizens remember their community members who died during WWI.

In 1931, Memorial Highway was dedicated in

honor of the 50 who died during the war. The original dedication included the planting of 50 elm trees. Elms are known to live for 100 years. However, many of the memorial trees were removed in the 1950s to accommodate the expansion of the road-way.

Now, only two elms from the original dedication remain in Mount Vernon. Community members recently planted three Princeton Elms along Memorial Highway near the WSU Research Center in



During a memorial ceremony, Brig. Gen. Kurt Hardin leads a roll call remembering the names of 50 Skagit County men who died in World War I.

Mount Vernon.

The ceremony concluded with a flyover by retired military service members in two vintage WWI bi-wing airplanes.



# Active and Reserve Soldiers Join for German Badge Competition

Story & photos by Capt. Marvin Baker  
364th Sustainment Command (Expeditionary)

MARYSVILLE, Wash. - Eighty-seven Soldiers vied for gold, silver or bronze medals during the first-ever 364th Sustainment Command (Expeditionary) and 7th Army Reserve Careers Division-led German Armed Forces Proficiency Badge competition held at the unit's headquarters here June 1-3.

The three-day event attracted Soldiers from several Army Reserve and active component units in the Pacific Northwest.

"We wanted to allow lots of Soldiers in this event," said Sgt. 1st Class Joshua D. Schultz, 7th ARCD assistant operations noncommissioned officer and event coordinator. "We were surprised and happy to see that so many were interested. Junior to senior ranking officers and enlisted Soldiers took the opportunity to earn the foreign military award. This event helps bond Soldiers together through a struggle so that they come out the other side stronger and more confident," said Schultz.

Sixty-four of the 87 Soldiers earned the badge, a decoration of the Bundeswehr, the Armed Forces of the Federal Republic of Germany, which can be worn on U.S. Military dress uniforms.

The three-day competition included the German military's basic fitness test, a swim test, 9 mm pistol shooting, and a timed 12-kilometer ruck march.

"The most challenging part of the event was the swim test," said Spc. Danielle Frymark of the 514th Ground Ambulance Medical Company at Joint

Base Lewis-McChord, Wash. Frymark, who earned her gold by tallying a total of 463 points for all the events and also has held the highest Army Physical Fitness test score in her company for the past year, said she was terrified of the swim event. She and

her fellow competitors had to complete a 100-meter swim in their uniform in less than four minutes. Nearly a quarter of the Soldiers failed the swim portion of the event. However, many of them continued to compete in subsequent events just for the experience, they said.

The event was also a challenge for the coordinators. Schultz began planning in October 2014, he said. Because

the Armed Forces Reserve Center in Marysville does not have all the facilities to conduct every event, he worked to bring much of the test to places nearby like Naval Station Everett and the cities of Arlington and Marysville. Typically, the 364th ESC looks to JBLM, a military facility approximately 80 miles south of its headquarters, to conduct military events. "It was great to be able to rely on our local partnerships. The community relationships help us keep some of our training local and helped us get this event finished without putting extra transportation concerns on the Soldiers," said Schultz.

Schultz hopes this will become a yearly event, he said. "A well-run and fun event like this is the kind of thing that brought some of these Soldiers into the Army and I hope it is the kind of thing that will help them stay," he added.



Soldiers head for the start line for a 12-K ruck march during the German Armed Forces Proficiency Badge test June 3 in Arlington, Wash.



Spc. Danielle Frymark, of the 514th Ground Ambulance Medical Company at Joint Base Lewis-McChord, Wash., pops off a round at her target during the pistol range portion of the German Armed Forces Proficiency Badge test June 2 in Marysville, Wash.



# 423rd Truck Company Competes in 2015 Philip A. Connelly Awards Program

Story and photos by Capt. Josiah Fisher  
451st Sustainment Command (Expeditionary)

## 451st ESC

FORT CARSON, Colo. – The smells coming from training areas typically don't make Soldiers hungry, but that was not the case when one local Army Reserve unit competed here in the 2015 Philip A. Connelly Awards Program July 11.

Soldiers from the 423rd Truck Company, based in Colorado Springs, Colorado, competed in the program's Army Reserve Field Kitchen category

to acknowledge this prestige and support its Soldiers throughout the event.

"I am honored to be able to come out here and represent these fine Soldiers," said Col. Kevin Banta, assistant chief of staff, operations officer for the 451st ESC. "This award is recognized by Soldiers across the entire United States Army, and to have the opportunity to compete is an honor."

The competition revolved around a lunch service in which the company had to meet numerous deadlines and criteria. For example, if the unit wasn't

in front of evaluators from the U.S. Army Reserve Command.

The evaluation included all aspects of field feeding operations. Areas of concentration included food management, storage, preparation, serving, dining, and sanitation. The evaluators also judged the unit's perimeter security during the competition.

"This is our No. 1 program that acknowledges and recognizes food service personnel," said Chief Warrant Officer 5 Pamela Null, USARC's food advisor and lead evaluator for the competition. "We look for the standard being met and then achieved."

The 423rd is one of 10 companies competing in this year's annual event that takes place at 10 separate locations and times, as each unit is evaluated separately. The leadership of the 451st Expeditionary Sustainment Command was also in attendance

ready to serve lunch properly at the designated time, it was penalized. However, this pressure did not get the best of the Soldiers competing.

"Things are going to go wrong. There's no way to avoid it," said Spc. Jacob Barr, part of the field sanitation team. "But, you've got to stay loose and stay motivated. And most of all, you've got to keep it fun."

This is the exact spirit that the team's noncommissioned officer in charge, Sgt. Eric Antonio, tried to instill in his Soldiers. Antonio told them to be themselves and stay focused as evaluators judge their performance.

"This is a level a lot of other units have never been to. They know if they made it to this level they are one-of-a-kind, and my guys are ready for anything," said Antonio.



# the Connelly Awards Program



Sgt. Michael Daly, 423rd Truck Company, serves Chief Warrant Officer 4 Kim Shiner her meal during the 2015 Philip A. Connelly Awards Program competition. Shiner, a USARC food service advisor, was one of the evaluators for the event.



The Philip A. Connelly Awards Program was established in 1968 to recognize excellence in Army Food Service. The program is named for the late Philip A. Connelly, former president of the International Food Service Executives Association, who was responsible for obtaining IFSEA's sponsorship of the event.

Much of the professionalism associated with today's Army Food Service Program is a direct result of the Connelly Awards Program and the invaluable support of the IFSEA. The program has helped to instill a sense of prestige and dignity in Army food service workers.

After evaluating the 423rd, the USARC evaluators have three more companies to judge before the competition concludes. USARC will publish the results and awards shortly after competition has ended.



Sgt. Carroll Murphy, 423rd Truck Company, briefs Chief Warrant Officer 5 Pamela Null and Lt. Col. Peter Clinton on security operations during the 2015 Philip A. Connelly Awards Program. Null, USARC's food advisor, was one of the evaluators for the event and Clinton is the commander of the 450th Movement Control Battalion – the 423rd's higher headquarters.





# 451st ESC Soldier Wins Culinary

Story and photos by Capt. Josiah Fisher  
451st Sustainment Command (Expeditionary)

## 451st ESC

WASHINGTON - One 451st Expeditionary Sustainment Command Soldier displayed his culinary skills and helped the Army Reserve Culinary Arts Team win an American Culinary Federation silver medal at the Military Hospitality Alliance's 2015 military culinary competition here Sept. 26.

As part of the team, Staff Sgt. Orkie Bradley, from the 535th Transportation Detachment in Manhattan, Kansas, ran the dessert station and couldn't have been more excited after hearing the announcement.

"We did amazing. I wasn't expecting us to do this well. We worked our tails off, and it paid off," said Bradley. "Hopefully we'll come out next year and score higher."

As a cook in this competition, Bradley's background is a little different than the rest of the competitors. His primary military occupation specialty is a transportation management coordinator. But for this competition, he leaned on his previous experience as a culinary specialist and mentorship from Chief Warrant Officer 4 Kim Shiner, who is now a food advisor for the U.S. Army Reserve Command.

"As a 92 Golf [culinary specialist phonetic MOS code], I asked to learn more about food service, and Chief Shiner was my food manager at the time," said Bradley.

After expressing his interest, Shiner had him attend competitions and training events.

After these experiences, Bradley joined the four-man cooking team, and this was his second year



The U.S. Army Reserve Culinary Arts Team won an American Culinary Federation silver medal at the Military Hospitality Alliance's 2015 military culinary competition in Washington Sept. 26. The team consisted of (pictured left to right): Sgt. Jeffrey Vaughan (310th Expeditionary Sustainment Command), Chief Warrant Officer 2 Colby Beard (2nd Medical Brigade, 807th Medical Command (Deployment Support)), Staff Sgt. Orkie Bradley (451st Expeditionary Sustainment Command), Staff Sgt. Markos Mendoza (311th Expeditionary Sustainment Command), Spc. Jason Brye (4th Expeditionary Sustainment Command), and Spc. Nathaniel Dewey (103rd Expeditionary Sustainment Command).

competing in the MHA competition. In addition to Bradley's dessert station, there were preparation, protein, and vegetable stations managed by the other team members. The team also had an advisor and a runner that assisted throughout the event.

The team has changed since he joined, as it replaced two cooks and a runner this year. However, that didn't stop this group from coming together quickly.

"I just met half of the team four days ago. So, we came together pretty well," said Bradley. "We got along, and everyone fit in their place. And, we got the job done."

During the competition, the team competed against 15 other teams representing various organizations from each branch of service – Army, Navy, Marines,



# Medal



Staff Sgt. Orkie Bradley puts the finishing touches on one of his dessert items during the Military Hospitality Alliance's 2015 military culinary competition here Sept. 26. The U.S. Army Reserve Culinary Arts Team won an American Culinary Federation silver medal at this year's event.

Air Force, and the Coast Guard. Unlike their active-duty counterparts, who have the ability to train as a team for months in advance, the Army Reserve team had a very limited time to build team cohesion.

"We'll get together a week in advance, five days in advance, and just practice over and over again with each other," said Bradley.

MHA also added in some extra challenges to increase the stakes. Each team received an identical mystery basket filled with ingredients that they were unable to see until right before they began cooking. The teams could make whatever they chose from the basket, but they had to use some portion of each item in their menu.

To add more pressure to the situation, the competition was part of the Barracks Row Fall Festival on Capitol Hill. The cooks had to perform in front of thousands of spectators who passed by their cooking stations.

While this may have intimidated some, Bradley thrived in this situation.

"This is actually my favorite event, coming out here to the Marine Barracks. It's a challenge. It's a black box, and you don't know what you're getting. So, it's

hard to prepare," said Bradley. "It's fun. The skill level is a lot higher than your basic cooking competition."

Chief Warrant Officer 2 Colby Beard, the team's advisor, said the mystery box challenge is a great teaching tool for the all culinary specialists in the Army Reserve. He added it teaches them to improvise with the food they have instead of relying on the Army Food Management Information System to order additional food to create their meals.

"The Marine Barracks competition is the best hands-on training to learn how to work with what you have available. A lot of times at the Army Reserve centers, you'll go in and

you'll inventory what they have, and there are three or four meals worth of product. But, some cooks can't see that," said Beard. "That's one of the reasons this training is so valuable. They can take this hands-on training, go back to the Reserve center, help balance their accounts, and reduce food costs for the Army Reserve."

Bradley said he plans on competing with the team for the foreseeable future, and he welcomes his fellow reservists to join the Army Reserve Culinary Arts Program as well.

"We're always looking for people. The more the merrier. You get to learn things that you never would've dreamed of learning just by being a cook in a regular dining facility," said Bradley. "Get out and go to some of this training. We always have the ability to put new people on the team."

Depending on how teams performed, MHA's competition assisted culinary specialists in earning continuing education hours toward their annual recertification requirements with the American Culinary Federation, Inc. In winning the silver medal this year, the Army Reserve team earned 12 credits.



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