

VICTORY JOURNAL

316TH SUSTAINMENT COMMAND (EXPEDITIONARY)



Mayor Bill de Blasio
Thanks You
For Your Service





Full Integration of Women in the Army

VOL. 15, ISSUE 3

316th Sustainment Command
(Expeditionary)

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On December 4, 2015, the Secretary of Defense directed the full integration of women in the Armed Forces following a thirty-day review period required by Congress. The purpose of allowing all Soldiers, regardless of gender, to serve in any Military Occupational Specialty (MOS) for which they are qualified is to increase our military effectiveness. The Army will provide our final, detailed implementation plan to the Secretary of Defense no later than January 1, 2016. Subject to his approval, we will begin implementing our integration plan to open all MOSs, career fields, and branches for accession by women as soon as practicable following January 2, 2016, but not later than April 1, 2016.

The 316th Sustainment Command Expeditionary (ESC) will lead from the front in this full integration of women in the Army. We will be a leader in all aspects of implementation and support historic change in our nation's military.

This paradigm shift aligns with our ESC's three leadership principles: (Perrin) that Soldiers are tactically and technically proficient, (Peterson) create an environment where others want to work with you and (Stafford) be value added, challenge assumptions and constraints. These three principles make us strong as an organization.

Our best qualified, regardless of gender, will now be afforded the opportunity to serve in any MOS. The detailed and deliberate implementation plan will maintain the readiness of our force and ensure that we remain a standards-based Army.

Our Army exists to fight and win the Nation's wars. Leaders and Soldiers who understand and enforce gender-neutral standards will ensure successful integration of women across the breadth and depth of our formations. We are honored to serve with all of you who have taken an oath to support and defend our Constitution and demonstrate the values which make our Nation great.

In Service

Richard C. Staats
Commanding



Front cover: Brig. Gen. Richard C. Staats, center, leads the New York City Veterans Day Parade, Nov. 11, 2015. (U.S. Army photo by Sgt. Christopher Bigelow/Released)

Back cover: The 'Hug Lady' greets every member of the 389th Combat Sustainment Support Battalion at their homecoming at Fort Hood, Texas, Nov. 4, 2015.

Sustain the Victory!



Command Sgt. Maj.
Johnny M. McPeek
316th Command Sgt. Major

Dear Army Family,

Command Sgt. Maj. McPeek, Pamela, beloved Ann, and I, would like to take this opportunity to thank you for what you do every day to make the 316th Sustainment command (Expeditionary) a great command and for help-

ing to keep our nation safe and secure.

At this time of year, our thoughts turn to our friends, families, and communities. We serve in the Army to honor them.

Please join us in remembering those Soldiers who will not be able to see their family and friends for the holidays. We celebrate their selfless service and will keep them in our thoughts and prayers.

Winston Churchill is quoted in a 1941 holiday message saying: "Let the children have their night of fun and laughter. Let us grown-ups share to the full in their unstinted pleasures before we turn again to the stern task and the

formidable years that lie before us, resolved that, by our sacrifice and daring, these same children shall not be robbed of their inheritance or denied their right to live in a free and decent world."

Please use the holiday period as a time to reconnect, relax, and recharge. CSM McPeek, Pamela, beloved Ann, and I appreciate all of you, and we want to see you safe and healthy in the New Year. So, please be careful on the road and in all your activities. Sometimes Army folk's over-commit, and it is easy to be down a few hours of sleep. Lack of sleep can hinder and harm as much as drink-



Brig. Gen. Richard Staats
Commanding General
316th ESC

ing and driving. Please don't drive while impaired.

We are looking forward to our many Army activities after the New Year, including the CSTX and our Annual Training gathering.

In service,
Brig. Gen. Staats and
the Command Team



Personnel from the Vernon T. McGarity Army Reserve Center participated in the 96.1 FM (KISS) radio station Stuff-A-Bus campaign, Dec. 4, 2015. They donated 40 bicycles to needy children in the Pittsburgh area.

Happy Holidays to my
316th ESC family,

The first quarter of FY 2016 has been busy with all the plans for WAR-EX, CSTX, QLEX, and all the other quickly approaching exercises or pending deployments. Now, in this season of festivities, merriment and giving, it's time to turn our attention to those who are the strength behind all of us – our families.

So my message here will be short, take time with all those who are precious in your life, be alert and be safe. I look forward



Chief Warrant Officer 5
Nicole Rettman
316th Command CWO,

to seeing you in the new year.

CW5 Nichole S. Rettmann

316th SC(E) Soldiers march in 2015 Veterans

By Sgt. Christopher Bigelow
316th SC(E) PAO

NEW YORK CITY -- Following the sounds of cadence and drums, Soldiers from the 77th Sustainment Brigade, an Army Reserve unit from Fort Totten, N.Y., marched up New York City's 5th Avenue Nov. 11 for the country's largest tribute to our nation's veterans.

Thousands of people braved unpredictable weather to view America's Parade and New York City's Veterans Day ceremonies. At the event, supporters waved flags and held signs expressing their gratitude and giving thanks to marching service members.

20,000 participants marched in the parade among them was New York mayor Bill Di Blasio, and the commanding general of the 316th Sustainment Command (Expeditionary), Brig. Gen. Richard C. Staats. The 77th is a downtrace unit of the 316th.

"As an old Soldier, I'm honored to be part of an event like this that celebrates the brave men and women of our armed



U.S. Army Staff Sgt. Gregory Williams

Brig. Gen. William H. Graham, left, commanding general of the U.S. Army Corps of Engineers-North Atlantic Division, New York City Mayor Bill de Blasio, Brig. Gen. Richard C. Staats, commanding general of the 316th Expeditionary Sustainment Command, and Brig. Gen. Glenn A. Goddard, commanding general of the 353rd Civil Affairs Command, hang out during the New York City Veterans Day Parade here on November 11, 2015. Local U.S. Army commanders marched in the parade beside the mayor during the parade that was attended by more than 400,000 spectators.

forces," said Staats. "It was great to see such an impressive turn out in support of our nation's veterans."

The event, considered the largest Veterans Day celebration in the United States, recognized the 70th anniversary of the end of World War II and the 25th anniversary of Operation Desert

Shield.

More than 250 veteran organizations and supporters marched up Fifth Avenue in the parade. Robert M. Morgenthau, 96, the former Manhattan district attorney, United States attorney for the Southern District of New York and Navy veteran, acted as the parade's grand marshal.

Vince McGowan, president of parade organizers of the United War Veterans Council, told Broadway World, "The amazing lineup of events celebrates and honors, deservedly, the brave men and women, past and present, who serve in the U.S. military."



U.S. Army Sgt. Christopher Bigelow

Left: Members of the 77th Sustainment Brigade march in the New York City Veterans Day Parade.

ans Day Parades in Pa. and New York City



Photos by U.S. Army Staff Sgt. Dalton Smith

Left and Above: Soldiers of the 316th Sustainment Command (Expeditionary), Pa., participated in the 2015 Pittsburgh Veterans Day parade, Nov. 7, 2015, while supporters showed their appreciation. A local military vehicle restoration club participated with several World War II jeeps, trucks and armored vehicles.



Left and Above: Soldiers of the 298th Support Maintenance Company, located in Altoona, Pa., participated in the 2015 Altoona Veterans Day parade, Nov. 11, 2015.. Mayor Matt Pacifico announces it to now be "298th SMC Day" for the town of Altoona. Tim Rigby, master of ceremony, read a proclamation from Brig. Gen. Richard Staats, 316th Sustainment Command (Expeditionary) commanding general, congratulating the 298th SMC.

Nine Pittsburgh-area families partic

By Sgt. Christopher Bigelow
316th SC(E) PAO

PITTSBURGH - The Holidays can be tough. For Gold Star families, the holidays can be even tougher. For the past 10 years, American Airlines has been doing their part to make the holidays a little bit easier for the families of fallen service members.

American Airlines and other generous sponsors pitched in to fly hundreds of families from across the country to Dallas, Dec. 12, 2015, on the Snowball Express for a very special holiday party.

Nine families from the Pittsburgh area arrived at the Pittsburgh International Airport to start their journey on the Snowball Express.

All of the participating families have lost a loved one in military action since the terror attacks Sept. 11, 2001.

"The Snowball Express is so special, it means so much to my son Misha, to see that his father's sacrifice and our loss hasn't been forgotten by our community," said Gold Star Spouse Terri Holman from Beaver Falls, Pennsylvania.

The Snowball Express concept was developed 10 years ago with the goal of bringing new hope and happy memories to the families of military heroes who have lost their lives since 9/11.

"I like it all," said Misha Holman a Gold Star child from Beaver Falls, Pa. When asked his favorite, he replied, "I don't think



Nine families from the Pittsburgh area arrived at the Pittsburgh International Airport Dec. 12, 2015 to start their journey on the Snowball Express. The families posed with Service Members from the Army Reserve, the Pennsylvania National Guard and the Pennsylvania Patriot Guard Riders. The Snowball Express concept was developed ten years ago with the goal of bringing new hope and happy memories to the families of military heroes who have lost their lives since Sept. 11 2001.

I could pick a favorite."

All expenses were covered for visiting children and their families as they're taken on trips to the Fort Worth Science and Industry Museum, given a "knight" of jousting fun at Medieval Times, and a private concert by

"I am especially proud to play a small part in this event, seeing smiles put back onto these children's faces."

**-- Timothy Smith,
Patriot Guard Riders**

Academy Award-nominated actor Gary Sinise and the Lt. Dan Band.

According to the Snowball express website, the men and women of the United States military and their families have

made and continue to make extraordinary sacrifices to protect our freedom. Each year with the help of the presenting sponsor, American Airlines, and other sponsors and volunteers, Snowball Express is able to bring together children of fallen military heroes from all over the world for five days of making new memories and honoring their parent's sacrifice.

"I am especially proud to play a small part in this event, seeing smiles put back onto these children's faces," said Timothy Smith, a senior ride captain with the Pittsburgh Patriot Guard who volunteered at the event. "Seeing them make friends and understand that they are not alone in their grief is what this very special event is all about."

Participate in the 2015 Snowball Express

Right: Nine families from the Pittsburgh area arrived at the Pittsburgh International Airport Dec. 12, 2015 to start their journey on the Snowball Express. The families were escorted by Service Members from the Army Reserve, the Pennsylvania National Guard and the Pennsylvania Patriot Guard Riders. The Snowball Express concept was developed ten years ago with the goal of bringing new hope and happy memories to the families of military heroes who have lost their lives since Sept. 11



Left: Gold Star family members Laura Forshey and Benjamin Forshey pose with Santa Clause and Service Members from the Army Reserve and Pennsylvania National Guard at the Pittsburgh International Airport Dec. 12, 2015. The Forshey's, along with nine other families from the Pennsylvania area were at the airport to start their journey on the Snowball Express. The Snowball Express concept was developed ten years ago with the goal of bringing new hope and happy memories to the families of military heroes who have lost their lives since Sept. 11 2001.

Right: Army Reserve and Pennsylvania National Guard service members escort Gold Star family members Terri Holman (Center Right) and Misha Holman (Center Left) to the Snowball Express at the Pittsburgh International Airport Dec. 12, 2015. The Snowball Express concept was developed ten years ago with the goal of bringing new hope and happy memories to the families of military heroes who have lost their lives since Sept. 11 2001.



Guide for Commanders to Make the Most of

*By Brig. Gen. Richard C. Staats
Commanding General, 316th SC(E)*

The purpose of this short guide is to give U.S. Army Reserve commanders some tools and advice to aid them in the mobilization and deployment process. This guide is not designed to replace any existing regulations or directives. This guide is a combination of plain, common-sense insights as well as some philosophy gained during our recent years at war. You do not have to read this guide sequentially. Feel free to skip around. Some of the items will apply to you and your unit and some will not.

The Basics

Exercising the Command Channel

You are the commander, and you are responsible for everything that your unit does or fails to do. Yes, it is often said, but ultimately that means that only another commander can say “NO!” to you. You should not become some type of monster when dealing with lateral and superior staffs,, you should exercise the command channel from time to time.

As a senior commander, it is important that you are open to requests “VFR direct” from your subordinate commanders. Commanders are special, and if you do not treat your subordinate commanders with grace then your staff will take the hint.

As a junior commander, pick your battles and do not abuse the privilege of the direct line to the senior commander. If you do abuse the direct line, you will soon find that your influence will wane.

The Buck Stops Here

Be responsible for the Soldiers in your care. During my most recent deployment, several Soldiers arrived at the unit that were not fit for duty, e.g., missing family care plans, blood pressure that was out of control. More interesting is that many of these Soldiers had been called to mobilize unsuccessfully several times. While there might be exceptions, the “right” thing to do is of-

ten: to begin chapter actions, to impose bars to reenlistment, to do negative counseling, and to push for retention boards.

If a Soldier wants to avoid deploying, he or she can generally “dodge the bullet” if that Soldier is from a donor unit. Unless the gaining and donating units are in synch, the Soldier can complain of maladies that make the mobilization site reject the Soldier for mobilization, but the Soldier can be released with no repercussions back to the donating unit. The onus then falls back on the donating unit to follow up with chapter actions, etc. Usually the action “falls through the crack,” and these substandard performers and unfit Soldiers cruise gingerly into retirement and receive their paychecks besides the combat veterans who lost family and friends defending this great nation.

Morale is Your Most Important Responsibility

As a commander, you seem to be evaluated on everything from operational readiness rates for light sets to fill rates on paper clips and personnel even when the particular mission that you are responsible for in theater has NOTHING to do with your MTOE. Ironically, the most important responsibility that you have is for maintaining good unit morale, and that is rarely if ever effectively measured.

Napoleon said that “the mental is as to the physical as ten is to one in combat.” If you have deployed previously then you know how important maintaining morale is. How does the commander positively influence morale in the unit?

First, maintain your perspective. Do not get upset about each and every aspect of the mobilization and deployment. Your Soldiers and civilians will take their cues from you, and, whether they approve of your leadership style or not, they will begin to emulate the traits that you evince. If you are viewed as calm and reasonable then your Soldiers will feel more comfortable heading into hostile terrain with you.

Second, delegate what you can, not what you want to. You cannot delegate everything. Just because an NCO has been in the Army for

Pre-Deployment and Early Deployment Time

twenty-eight years does not mean that he is able to meaningfully contribute in every situation. You are the commander. In the long-run, you want to either develop or eliminate poor leaders (where development is not reasonably possible). In the short run, you have what you have – full stop. You will need to accomplish the mission regardless of the assets that you have. You may have to work around weak NCOs or officers. You may have to spend some quality time coaching, mentoring, and training junior NCOs. You do not have a lane. You are the commander.

Third, ensure that your Soldiers get time off. Inexperienced commanders tend to grossly over-commit and over-train their units. The mission in theater is uncertain until you actually start your mission on the ground. Soldiers crave free time to talk to their supports back home, to do personal maintenance, and to get to know their fellow Soldiers in the unit.

Focus on the items that you need to accomplish to get certified and to get into theater. More is not always better. Two aspirins can cure a headache, but twenty-five will kill you. Ensure that your training is done to standard and do not repeat training. It is often better to get four hours off than to go through “death by PowerPoint(tm)” for the fifth time on the same topic. IED defeat is a favorite topic to over train. The Soldiers understand the basics by the second time they hear the message.

Fourth, take a genuine interest in your Soldiers’ well-being. Soldiers want to love their leaders. If you give your Soldiers the opportunity to respect and love you then they will do that. You have to work hard to lose the respect of your Soldiers, but it is possible. There is an old saying that we are “given two ears for listening and one mouth for talking,” but some commanders feel that they were only given a mouth and a bull-horn!

Practice leadership by walking around. Go to where your Soldiers are. Stop in on Soldiers in their barracks. Talk to the Soldiers when you see them at the MWR sites. You can go hang out at the distinguished visitors’ quarters when-

ever you are not working, but you are missing an opportunity to connect with your unit.

Fifth, be approachable. When you talk to Soldiers, you should spend most of your time actively listening. Talk: about their motivations, about their dreams, about their loved ones, and about what they would love to get from the deployment in terms of personal growth and accomplishment.

Sixth, remember M&Ms. No, this is not the chocolate confectionery. Mascots and motos are important parts of deployments. Have the Soldiers pick out the mascot and develop a battle cry. It will give your Soldiers a sense of identity. It will also give a rallying point to the Soldiers that will invariably be fills for your unit.

Seventh, stand for something. Your Soldiers should know what you stand for and what you would generally disapprove of or applaud. Many commanders do not take the time to develop a command philosophy that fits with his or her individual leadership styles.

We often try to cram the Army values, basic management strategies, etc. into a tightly written, cramped document that in truth says nothing at all. (Hopefully we ALL support the Army values so quoting a few of those is like not having a philosophy.) What makes your leadership style unique? If your Soldiers described you to a stranger, what words would they use?

My leadership philosophy has three principles: be tactically and technically proficient, be value-added, and have fun! They are easy to remember. The Soldiers get it, and, because the principles flow from my leadership style, it makes for an easy impedance match.

The proficiency piece includes Soldier skills, personal readiness, MOSQ, etc. The value-added piece includes showing initiative and being creative. My rules on creativity are “not illegal and not immoral.” That leaves a lot of room for initiative. On the fun side, our Soldiers mix fun with work. My unit does a lot of fun group activities for PT including team sports such as dodge ball, kickball, soccer, volleyball, etc. As the commander, take the lead on officer profes-

sional development.

Lastly, they are all “your” Soldiers. Many of your Soldiers may come to you from other commands to fill specific shortfalls in functional specialty or grade. It is easy to think of these Soldiers as “fillers,” but the truth is that you are taking these Soldiers to combat with you. Everyone is critical. They all report to you. They are all your Soldiers.

Words are important. Refer to them as your Soldiers from the first day that they arrive. Be proactive. Contact these Soldiers as soon as you know that they are going to be assigned to your unit. Put them into leadership positions.

Pre-mobilization Time

Pre-mobilization is a precious gift to the unit. Do not try to cram too many things into it. Make the things that you do choose count.

Dental and medical issues should be tackled as soon as possible. Ensure that your Soldiers have up to date HIV, dental, and medical statuses. Get inoculations early and often; many have to be done in a sequence with time in-between the various boosters. Piggy-back with other units were reasonable to do so.

You will likely receive Soldiers to augment you during the pre-mobilization period, or you may find that you are doing a non-doctrinal mission. In either event, use the changes in the unit as an opportunity to practice Mission Command and the Design Process using the task organization as the central issue to solve. Many times, Soldiers first learn about Mission Command practices and the Design Process either through hokey exercises at training stations or in the heat of battle (sometimes literally). By picking something real that has a significant impact on the unit, you will engage the staff sections. Try to get as much input from all the Soldiers as reasonable. Not only will the Soldiers feel more ownership in the unit, they are also likely to have some ideas that would not occur to the staff principals.

Teach some classes yourself. This will help you get to know your Soldiers and allow them to see you in a positive, active role.

Do a couple of APFTs. Having a for-record

pass in your Soldiers’ files will only help you as you transition from mob station to your deployment site. Those changes are going to take a toll on Soldier physical readiness, and you never know when a board or evaluation will require an up-to-date PT test.

Figure out who the informal leaders in the unit are and engage them in a meaningful way. Do not abandon or undercut the official chain of command, but making an effort to reach out and touch the informal leaders and get their views on things is helpful in a multitude of ways.

Start enforcing sleep cycles and unit processes at the RTC. This will pay huge dividends later.

Lead by walking around.

Mobilization Station

Battle Drills

The key is to build on a base that you have already created. Take the time at Mob station to develop battle drills for the staff. An activity is a good candidate to become a battle drill if it meets the AWARE criteria: Appropriate to the echelon of command, Well-defined process, Agility is required, Realistic situation, and Engages many of the staff elements. Battle drills are a good way of shaking out the kinks in a staff, and battle drills are the embodiment of the train as you fight ideal. Ideally, battle drills will fit as flow diagrams on a single 8.5x11 piece of paper.

Avoiding the Boot Camp Syndrome

The mobilization station is the place where you undergo your final validation. If you let it, it is also the most likely place to resemble “boot camp” in your mobilization and deployment process. Lt. Col.(R) Crossman has developed a personal situation description that ranges from green to black. In the green state, the person is relaxed. In the amber status, the person is at alert. In the red state, the person is on an adrenalin rush, and the black status represents near-panic situation to include narrowing of vision, potential voiding of bowels, altered time perception, etc.

As a commander, your Soldiers are going to get the most out of the training if they are in

green or amber status. Green and amber are the states that leave you most capable of dealing with stresses and complications in a productive way. You are most creative in the green status. Yelling and threats when coupled with physical exertion can push Soldiers into a black status.

Advice for the Deployed Period

This is not the first period in the history of the U.S. when Soldiers have been deployed far away from home in harm's way fighting an insurgency. Both Vietnam and the period 1830-1890 in our "western frontier" involved remarkably similar situations to our current efforts in the GWOt.

The units that did well during those earlier conflicts are models for the activities, standards and approaches that current commanders can emulate to bring their Soldiers home honor and health intact.

Maintaining the Foundation

Basic Army ceremonies such as retreat and revelry anchor a unit in Army traditions. Saluting can get lax in a field environment. If there is a reasonable chance of snipers then it makes sense to dispense with some of the traditional customs and courtesies, but on a forward operating base the Soldiers should be saluting officers.

Dealing with Combat Casualties and Losses

One of the hardest issues to deal with as a commander is the loss of one of your team. Hard work is the morphine of the soul, and grief is a process that takes time. Immediately after the incident occurs the key is to keep momentum up and prevent your command from unraveling. If you take an operational pause while the chance for shock is still high then you run the risk of losing military discipline. That is not to say that you should ignore the loss. On the contrary, you should treat the loss with due reverence. The key is timing.

Do a ceremony as soon as you can do a credible job with it. Encourage maximum participation. This gives the Soldiers and the unit and opportunity to say good-bye. Closing out the re-

lationship is the first step in the healing process, but remember that grieving takes time. Time heals wounds, and the acting out and emotional impacts will ebb and flow, but they generally fade as time from the loss increases.

The first year is the hardest as Soldiers, family, and friends celebrate significant anniversaries for the first time without the Soldier. It is appropriate to invite significant personnel in the lost Soldier's life to events such as welcome home ceremonies.

Set a Personal Goal for the Deployment

Combat in specific and deployments in general tend to be intense periods of activity followed by long stretches of lesser motion. Setting a personal goal is a great way to improve yourself as well as to help make the time to pass more quickly during the deployment.

Personal goals can take a variety of forms from physical to educational to developing a new hobby. Many Soldiers set goals like losing 20 lbs or getting a degree. Whatever the goal is make sure that it is a stretch goal, something that requires a bit of effort, but possible to achieve. Ideally the goal has milestones that let you know that you are getting closer to the desired end-state, e.g., courses completed for a degree or pounds lost for a physical goal.

Maintaining Relationships with Your Support Groups

Find ways to keep in touch with your support groups whether those are your church, your co-workers, a hobby group, your spouse, etc. E-mail and phone calls are wonderful ways of keeping in touch. In the case of a spouse or significant other, reading a book simultaneously and sharing your thoughts is a great way to maintain emotional intimacy.

Both regularly scheduled contact mechanisms and randomly scheduled mechanisms are important for maintaining contact. The regularly scheduled events are things that both parties can look forward to. Those events form the core of the effort. Random or ad hoc (i.e., "just because") moments are a great way of reinforcing the connections that are created with the regularly scheduled events.

YOUR PERSONAL INFORMATION: PROTECTING IT FROM EXPLOITATION

Data breaches involving personal information result in a broad range of risks to individuals and organizations. This includes identity theft, targeting of individuals with knowledge of sensitive government information and internal business processes, and other intelligence activities that use personal information of U.S. citizens to undermine national security.

It is in our collective interest that we take actions to limit the risk of our personal information being exploited, and that we are able to recognize any indicators that we may be the target of such activities.

Confirmation that your personal information has been accessed in a data breach is not a guarantee that your information will be misused or that you will be targeted for further exploitation. However, it is important to remain mindful of the risk of such misuse or exploitation. The following information is provided to raise your awareness to this possibility and to help you understand how your personal information may be used by foreign intelligence services, and other "bad actors" (extremists, criminals, hackers, and the like).

The information below is provided to raise awareness and provide guidance for mitigating risks; it is not intended to indicate that the government has observed particular adverse effects from data compromises.

GENERAL AWARENESS AND PROTECTION GUIDANCE

All individuals potentially affected by a breach should be wary of suspicious activities indicating their personal information has been or is being exploited, and follow these protective measures, including:

- Do not provide additional or detailed information about yourself, your family or associates, or your position with any individual who has an unusual or heightened interest in you, or your family and associates;
- Do not share personal, financial, or sensitive information if you are contacted by unknown individuals or groups via e-mail, instant messaging or text, telephone, social media interaction, and personal encounters;
- Do not open attachments or click on links embedded in emails, instant messages or texts from unknown senders, senders who would be unlikely to send an email directly to you, and even from known senders with grammatical errors, misspellings, or if there is no text with the attachment or link;
- Install and maintain up-to-date anti-virus and anti-malware software to guard against viruses, other malicious code, and pop-ups that can appear if your computer is infected;
- Transmit electronic information safely using encryption and by using secure, known websites (e.g., with addresses starting with "https" rather than "http");
- Share electronic files and photographs only with those you know as they contain embedded metadata such as identity, date and time, and location information;
- Select the highest level of privacy settings on your electronic devices and applications;
- Monitor your credit history and activity through a reputable credit bureau and your account statements for any unauthorized or unusual entries. Free credit reports can be obtained at: <http://www.consumer.ftc.gov/articles/0155-free-credit-reports>;
- Maintain direct positive control of, or leave at home, electronic devices during travel, especially when traveling out of the U.S.;
- Know the locations and contact information for U.S. embassies, consulates, and other diplomatic establishments for any issues or emergencies when

Continued on Page 2.

REPORTING

To protect yourself and your family, we urge all affected individuals to exercise caution and remain vigilant to any events appearing out of the ordinary or suspicious.

If you believe you have observed activity related to a personal data compromise or suspect your personal information has been exploited, report your concern promptly as instructed by your leadership.

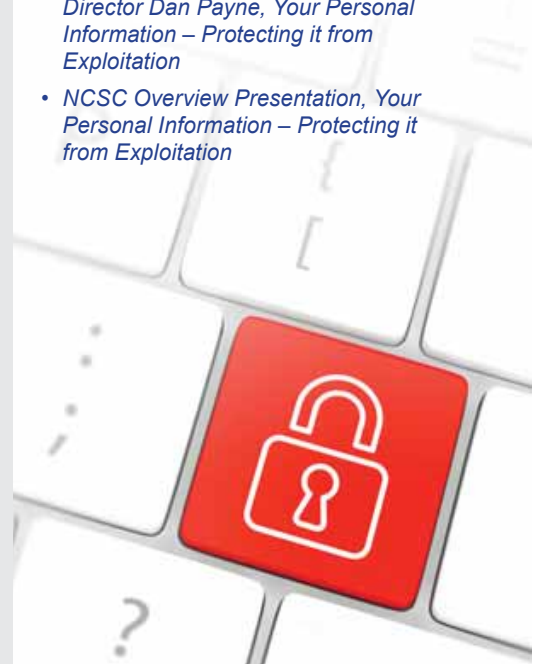
The appropriate Federal government sites may also be used to report specific incidents:

- Report any suspected instances of identity theft to the FBI's Internet Crime Complaint Center at www.ic3.gov.
- If you notice fraudulent activity, go to the Federal Trade Commission (FTC) website (www.ftc.gov/idtheft or www.identitytheft.gov) and complete an ID theft complaint form and place a fraud alert on your credit report.
- Report unexplained activity related to criminal behavior to the local police department. Provide them with a copy of the FTC form and request a copy of the police report.

More Information:

Additional information can be found at the ncsc.gov web site, including:

- Video Message from NCSC Deputy Director Dan Payne, Your Personal Information – Protecting it from Exploitation
- NCSC Overview Presentation, Your Personal Information – Protecting it from Exploitation



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traveling out of the country. This information can be found at: <http://www.state.gov/misc/list/index.htm>;

- *Report per your department, agency, or company instructions, all suspicious activity, events, or individuals you, relatives, and associates encounter; and*
- *Share these general awareness and protection guidelines with relatives and associates as appropriate. Avoid misconduct or behaviors that leave you vulnerable to blackmail, coercion, or recruitment.*

HOW YOU MIGHT BECOME A VICTIM

SOCIAL ENGINEERING is the term used to describe bad actors using information they have discovered either legally or illegally about you to gain your trust and extract further information or manipulate you to take actions you would not otherwise take.

The use of stolen personal information by cyber operators is highly valuable for social engineering as it can be used to create a compelling illusion that you already know an individual or have a shared interest with them. It opens a means to contact you in either cyber space or the physical world to foster that trust or do harm.

Examples of how bad actors may use your personal information for social engineering and other purposes include:

PHISHING (or spearphishing) is a common method used to contact people through email. With phishing, bad actors use social engineering to target their victims and lure them into taking actions that could ultimately compromise their computer or network. Examples include getting a victim to open a malicious attachment or clicking on a bogus embedded link. Like other social engineering attacks, spear phishing takes advantage of a victim's most basic human traits, such as a desire to be helpful, provide a positive response to those in authority, or respond positively to someone who shares similar tastes or views, or simple curiosity about contemporary news and events. Those who "take the bait," become unwitting participants in a computer network attack by allowing the attackers to bypass many of our technical defenses. Phishing scams also trick you into providing your confidential information, which is then used to access your accounts. Typically this kind of fraud

involves an email, text message, or pop-up window claiming to come from an official source.

SOCIAL MEDIA DECEPTION (including Facebook, Twitter, Google and LinkedIn) provides bad actors with an avenue to connect to their victims. Attackers may create a fake profile to befriend their victims while posing as a former acquaintance, job recruiter, or someone with a shared interest. Using a fake online persona, an attacker may try and get their victims to reveal more information about themselves or their employers, or they may simply collect more information about their victims from your social media postings.

HUMAN TARGETING is often used by foreign governments to target individuals with access to information of interest to them. For instance, you may unexpectedly meet someone at a venue of interest, such as a conference or child's school event, who shares your interests or views and establishes an ongoing relationship. Your new friend may test you by getting you to do seemingly small "favors" for them or getting you to talk about trivial work-related information. Over time, trivial information may lead them to information that is of interest.

TRAVEL VULNERABILITIES are greater than usual, especially if you are traveling outside of the U.S., as it is common for you to encounter unfamiliar people. Also, your guard may be down because you are traveling for vacation, training, or other relaxing purposes. Therefore, take extra precaution of:

- *Those who approach you in a friendly manner and seem to have a lot in common with you--especially if they wish to maintain contact with you once you return home.*
- *Interactions in social settings where you find you are unusually successful in meeting and impressing others.*

- *A seemingly random and/or other foreign acquaintance who has heightened interest in your work or introduces you to a third party who then wants to continue to meet with you.*

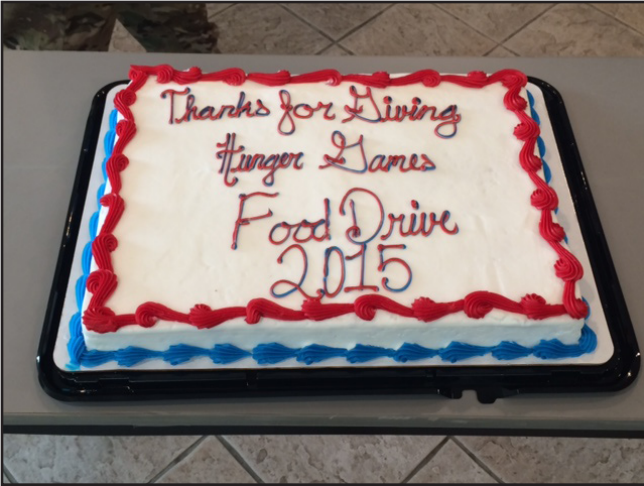
UNSOLICITED TELEPHONE AND TEXT MESSAGES

from toll-free numbers can be set up quickly and sometimes exist solely for the purpose of capturing your confidential information, often simply by playing a prerecorded message about your accounts being in trouble. The message prompts you to enter your 16-digit account number. This is followed by a request for your PIN and other personal information. Or you may receive a text message or a phone call with a prerecorded message that describes an urgent situation that requires immediate action. The message may say, "Your account has been blocked. Please call 800-123-4567 to unlock it." Before you realize you're being scammed, you've given enough information to duplicate your card and access your accounts.

IDENTITY IMPERSONATION is acquiring key pieces of your confidential information, such as your name, address, birthdate, Social Security number, and mother's maiden name, in order to commit fraud. Identity Impersonation can be used as a tactic for corporate exploitation via the newly acquired identity. With this information, an identity thief can take over your financial accounts; open new bank accounts; purchase automobiles; apply for loans, credit cards, and Social Security benefits; rent apartments; and establish services with utility and phone companies, all in your name.



The Hunger Games: 2015 Food Drive



The 316 Sustainment Command (Expeditionary) and the McGarity Morale Committee completed their annual local Food Drive delivering 4330 lbs. of donated items to the West Hills Food Pantry. All items donated were by the Soldiers and civilians of the McGarity Reserve Center, Pittsburgh Commissary/PX and AMSA 105. The theme for this year's food drive was "The Hunger Games". The facility occupants were divided into "districts" and competed for four weeks to see which district would donate the most items and pounds of food. This year's food drive total commandingly surpassed last year's total of 1435 lbs.



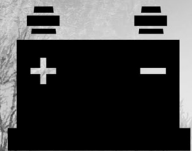
377th, 77th and 316th leadership welcome home 389th CSSB



Soldiers from the 389th Combat Sustainment Support Battalion were greeted at Fort Hood, Texas on the return from a year long deployment. These Soldiers, and other elements of the 389th, had been deployed to Afghanistan since January 2015 in a mission to assist in the return or dismantling, or turnover to the Afghan Armed Forces, of U.S. military equipment and installations in that country, and to provide logistical support to the U.S. and coalition military personnel who remain in that country as part of Operation Freedom's Sentinel. Greeting the Soldiers were the deputy commanding general of the 377th Theater Sustainment Command, Brig. Gen. Norman Green, commander of the 77th Sustainment Brigade, Col. Deborah Kotulich and command sgt. maj. of the 316th Sustainment Command (Expeditionary), Command Sgt. Maj. Johnny McPeek.



HERE IT COMES



Don't wait for the storm to come. Now is the time to get your vehicle ready.

- Emergency kit
- Blanket
- Flashlight
- Heat source



READY ...OR NOT?

Ready ... or Not is a call to action for leaders, Soldiers, Army Civilians and Family members to assess their “readiness” for what lies ahead—the known as well as the unknown.

Throughout our professional and personal lives, events happen all around us. We are often able to shape the outcome of those events, but many times we're not. Navigating life's challenges is all about decision-making.

So are ***YOU*** ready ... or not?



<https://safety.army.mil>

Preparation key to safe winter driving

By Art Powell

*Directorate of Communication and Public Affairs
U.S. Army Combat Readiness Center*

Television comic David Letterman used his “Top 10” list for laughs, but a “Top 10” list of winter driving hazards isn’t funny.

Taking steps to avoid the hazards and ensuring your vehicle is good to go for winter driving doesn’t require humor, but instead involves planning and common sense.

“Winter driving is tough on any vehicle and, just as you do when warmer weather arrives, you need to have your vehicle serviced and checked so it’s ready for the season,” said Walt Beckman, program manager, Driving Directorate, U.S. Army Combat Readiness Center. “Some items are do-it-yourself things, others need to be performed by a certified mechanic.”

To reduce the chance of mechanical issues leaving you in the cold, get your car serviced now. Visit a mechanic for a tune-up and other routine maintenance, including an inspection of all hoses and belts, and remain alert for signs of other parts needing repair or replacement.

Once you’re on the road, winter driving hazards will be waiting for you. Dr. William Van Tassel, manager of the

American Automobile Association’s driver training programs, pointed to the importance of visibility, speed and healthy tires.

“Reduced visibility can be a killer, making it harder to see everything going on around your vehicle,” he explained. “Next, many drivers fail to reduce their speed, overestimating their tires’ traction. Lastly, too many drivers don’t realize it takes longer for the vehicle to respond to steering and pedal inputs.”

What can a driver do to mitigate the risks associated with these issues?

“First, see and be seen: keep your headlights on, and clear all snow from your vehicle. Second, adjust your speed down to the corresponding lower traction,” Van Tassel said. “Third, do one thing at a time: brake, then turn, then accelerate. Fourth, be smooth; drive as if you have a hot cup of coffee in your lap.”

When the temperature drops, so does a vehicle’s battery power. For gasoline-powered engines, be aware it takes more battery power to start your vehicle in the cold. Electric and hybrid vehicles

experience reduced driving range. Whatever you drive, make sure your battery is up to winter challenges.

Other common-sense items to remember when planning include checking your cooling system, filling your windshield washer reservoir and checking your windshield wipers. If you can’t see where you’re

going, the best preparations don’t matter. Also check that your window defrosters (front and rear) work properly.

The value of preparation pays off big time if it prevents problems on the road, said Van Tassel.

“In winter conditions, one never knows what sort of driving-related emergency could arise,” he explained. “In emergency situations, even seemingly small preparations could end up saving a life. That’s why it’s so important to make sure your vehicle’s drivetrain and tires are road ready, and to have a complement of useful items aboard such as flashlights, blankets, food, water, cellphone, shovel, traction mats and gloves. These and other items could make the difference.”

For more information on winter driving safety, visit <https://safety.army.mil>.

Stronger relationships mean a stronger Army Reserve

What is the Strong Bonds program?

Strong Bonds is a unit-based, chaplain-led program which assists commanders in building individual resiliency by strengthening the Army Family. The core mission of the Strong Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training.

Strong Bonds is conducted in an offsite retreat format in order to maximize the training effect. The retreat or “get away” provides a fun, safe, and secure environment in which to address the impact of relocations, deployments, and military lifestyle stressors.

Four Strong Bonds programs applied to the Army Force Generation cycle help Single-Soldiers, Couples and Families to thrive in the turbulence of the military environment.

Attendees voluntarily participate in a Strong Bonds offsite retreat format designed to maximize relationship training impact. The retreat or “get away” provides an emotionally safe and secure training environment in which to address the effect of military lifestyle stressors.

What has the Army done?

Beginning in 1999, with four events and 90 couples in the 25th Infantry Division, Hawaii, Strong Bonds has spread throughout the Active and Reserve Components of the Army.

In 2004, the US Code was amended to allow command funding for “chaplain-led programs to assist members of the armed forces ... in building and maintaining a strong family structure,” (Title 10, ~1789).

Why is this important to the Army?

Healthy relationships contribute to the maintenance of a healthy Army and a secure future force. With increasing demands placed on Soldiers and Families, to include both frequent deployments and duty relocations, intimate relationships are fully tested.

Research shows that training in communication skills, intimacy, and conflict management increases marital satisfaction and reduces rates of Family violence.

Building Army Family resiliency is part of a strategic approach to cope with the high operational demand placed on today's Army.

<https://www.strongbonds.org/skins/strongbonds/home.aspx>

316th ESC DVIDS: <http://www.dvidshub.net/unit/316ESC>

99th Regional
Support
Command



FY 2016
Strong Bonds
Calendar



Dates	Locations	Type
4-6 December 2015	Newport, RI	Single, Married
21-24 January 2016	Snowshoe, WV	Married, Family
26-28 February 2016	Hershey, PA	Single, Married
18-20 March 2016	Cambridge, MD	Single, Married
29 April-1 May 2016	Cape Cod, MA	Married
2-5 June 2016	Burlington, VT	Family
10-12 June 2016	S. Portland, ME	Single, Married
7-10 July 2016	Fitchburg, MA	Married, Family
26-28 August 2016	Williamsburg, VA	Single, Married

To register, visit <http://www.eevent.com/d/ccq3gi/6T> - Do not register on Strongbonds.org

*Please register no later than 30 days prior to an event start date

*Registrations are approved on a first come first serve



Calendar is subject to change based on availability and funding

You must select an event within 350 miles of your residence or duty station

Travel must be by POV or rental car (if authorized)

Single/Married Events are 3 Days Fri-Sun - Family Events are 4 Days Thurs-Sun

If you have questions, please contact the 99th Strong Bonds team at

E-mail: usarmy.usarc.99-rsc.mbx.strongbonds@mail.mil

Office phone: 609-638-1359

Strong Bonds Schedule FY 2016
81st Regional Support Command



DATE	LOCATION	VENUE
19-21 Feb 16	New Orleans, LA	Couples/Singles
18-20 Mar 16	Orlando, FL	Couples/Family
20-22 May 16	Nashville, TN	Couples/Singles
10-12 Jun 16	Myrtle Beach, SC	Couples/Singles/Family
15-17 Jul 16	Ft. Walton Beach, FL	Couples/Singles/Family
12-14 Aug 16	Charlotte, NC	Couples/ Singles/Family



To register go to:

https://army.deps.mil/Army/CMD/USARC_81RSC/Chaplain/Li sts/Strong%20Bonds%20Registration/User%20View.aspx

Which Venue Should I Register For?

Singles Event: Register for if you are not legally married. Free childcare is provided for children ages 0-6 (must be registered in DEERS). You may NOT bring a significant other or a friend. If you would like to bring a child(ren) age 7 or older, register for the Family venue instead.

Couples Event: Register for if you are bringing your spouse (must be enrolled in DEERS). For the maximum benefit of this retreat, we recommend you do not bring children to this event. However, if you cannot find alternate childcare, we provide free childcare for children ages 0-6. If you bring a child age 7 or older, you must register for the Family venue instead.

Family Event: Register for if you and your spouse are bringing a child(ren) age 7 and older. All dependents must be enrolled in DEERS. Children ages 7 and older will attend all the Family Training with you. Single parents may attend this venue with their child(ren). Free childcare is provided for children ages 0-6.

Soldiers
must live
within 400
miles of the
event
location for
which they
register.



88th RSC Strong Bonds Schedule
Published 15 Nov 14
FISCAL YEAR 2015



Date of Training	Location	Type of Training
23-25 January	St. Louis, MO	Married
6-8 February	Portland, OR	Married/Single
20-22 February	Kansas City, MO	Married/Single
13-15 March	Salt Lake City, UT	Married
24-26 April	Minneapolis, MN	Married
12-14 June	Indianapolis, IN	Married
9-12 July	Seattle, WA	Family
23-26 July	Minneapolis, MN	Family
6-9 August	Indianapolis, IN	Family
28-30 August	Denver, CO	Married/Single

NOTES

- Schedule is subject to change and available funding.
- Childcare is only available at Family Events, it is NOT available at Married or Single Events.
- Basic Eligibility:
 - Must live within the 88th RSC
 - Attend a training event within 400 miles of residence. See Program MOI for more details.
- Soldiers wishing to attend a Family Training Event must have one child who is at least 7 years old. All family members must be enrolled in DEERS.
- Soldier and spouse must be legally married to attend a Married Training event, with spouse enrolled in DEERS.
- Soldiers must utilize DTS for all travel to Strong Bonds Training.
- Register using the 88th SB registration form, not the Strong Bonds website

Email usarmy.usarc.88-rsc.list.chaplain-strongbonds@mail.mil or call the Strong Bonds team at 608-388-0542 to receive registration material.

88th RSC Facebook page: www.facebook.com/88thRSCStrongBonds

For additional information visit: www.strongbonds.org

63D RSC Strong Bonds
FY 2016 Event Schedule



DATE	LOCATION	WHO CAN ATTEND
January 22-24, 2016	TX (Dallas)	Family
February 19-21, 2016	CA (Anaheim)	Married Couples
		Single Soldiers
March 18-20, 2016	TX (San Antonio)	Married Couples
		Single Soldiers
April 15-17, 2016	CA (Redondo Beach)	Married Couples
		Single Soldiers
May 13-15, 2016	CA (Anaheim)	Family
June 10-12, 2016	TX (Dallas)	Married Couples
		Single Soldiers
July 15-17, 2016	TX (San Antonio)	Family
August 19-21, 2016	CA (Anaheim)	Family
September 2-4, 2016	CA (San Diego)	Married Couples
		Single Soldiers

63D RSC Strong Bonds Help Line: (562) 666-6948

Registration information e-mail: usarmy.usarc.63-rsc.mbx.strongbonds-noreply@mail.mil

Strong Bonds website: <http://www.strongbonds.org>



*Subject to change based on Hotel and funds availability

316th ESC Facebook: <https://www.facebook.com/#!/316thESC>

