

VICTORY JOURNAL

March 2017





ON THE COVER: (Left) Brig. Gen. Robert D. Harter, Commanding General of the 316th Sustainment Command (Expeditionary), cases the 316th ESC guidon with Command Sgt. Maj. Johnny McPeek (right), the 316th ESC Command Sergeant Major, during a Colors Casing ceremony at Fort Hood, Texas Nov. 28, 2016.

The Victory Journal is the official magazine for the 316th Sustainment Command (Expeditionary) and subordinate commands. It is an authorized publication for members of the Department of Defense. Contents of the Victory Journal are not necessarily the official view of, or endorsed by, the U.S. government of Department of the Army.

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Trust is the bedrock of our formations. Sexual harassment, sexual assault and retaliation erode trust and affect our readiness. As Soldiers, we must sustain a positive command climate where everyone is treated with dignity and respect.

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THIS WE'LL
DEFEND.**

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Star Notes



Brig. Gen. Robert D. Harter, 316th Sustainment Command (Expeditionary), Commanding General.

Soldiers, Family, and Friends
of the 316th ESC,

What an honor it is to serve as the Commanding General of this great organization. I joined the 316th team at Fort Hood Texas in early November of 2016 as the unit was getting ready to deploy to Kuwait. The unit had already been training at the Fort Hood mobilization site for over a month; I was blown away by our Soldiers' motivation, energy, and

camaraderie.

And we have not slowed down since deploying to Kuwait in early December. The 316th has a huge mission – responsible for synchronizing all Army sustainment and logistics operations Kuwait, Iraq, Syria, and Afghanistan in support of US operations. We have Soldiers in some of the most remote locations in this theater of operations, making a difference!

Be proud!

Of course, our deployed Soldiers could not be successful without the fantastic support of their families and friends back home. Our loved ones are making a huge sacrifice as well, supporting their deployed Soldier while keeping the home fires burning. When the Soldier deploys, so does the family. So, thank you!

And, of course, we have a sizeable contingent from our Headquarters that remained in Coraopolis, continuing to take care of our huge peacetime mission of training and preparing Soldiers and units to deploy in defense of our great Nation. Again, we are all part of the same team, doing our part to ensure 316th Soldiers are trained and ready.

By the time this journal is published, the 316th will be about halfway through the deployment. Let's all stay focused and sprint towards the finish line – the Nation and our fellow Soldiers are depending on us!

Again, I am so honored to once again, be part of this great 316th team! We are making history!

First Team, Sustain the Victory!

The CSM Corner

We've evolved into a "Team of Teams" on our journey that began late September. Your efforts stepping up to the plate have been heroic, and you've all fallen in on extra duties; in the beginning, as we began to fill our ranks at pre-mob, our initial mission would have been a failure without your efforts.

Each of you endured 60 plus days at pre-mob in preparation for our mission here.

I am impressed at the speed that each of you have become experts and professionals in each of your fields. "Always Forward," we've thrown ourselves into the footsteps of the 451st ESC. Since our arrival in Kuwait, your tireless efforts have led to the progress currently seen in Western Mosul, and the success of many operations throughout our Area of Operation. Each of you is second to none.

Our mission here is to ensure each and every man and woman on the ground has the tools, equipment and supplies they need to take the fight to our enemy. You have provided every asset without fail, giving maximum effort over the course of long days and longer nights.

Organizations that excel at logistics are the force that wins the fight. Each of you excels at logistics; your efforts keep our front line troops armed, fed, paid, and lethal. Through your endeavors staging our theater, America remains a step ahead in the fight against terrorism and the destruction of Daesh.

You are the most professional group of Soldiers I have had the privilege of leading, and I look forward to sharing



Command Sgt. Maj. Johnny M. McPeak, 316th Sustainment Command (Expeditionary), Command Sergeant Major.

your accomplishments with our successors as we prepare for our transition home. Our achievements here in Kuwait have set new standards in theater, and although we have set the bar very high I'm positive that each of you as Leaders and Soldiers will be able to train, mentor and coach our replacements so they can adequately fill the void when we leave.

Sustainers, it's been an honor to work with each of you, and I'd like

to thank you personally and your families for the sacrifices you've made for our country; however, our mission here is not yet complete. We have an enduring mission in the CENTCOM AOR and each of our days is equally important. As we move through this next stage of our tour, we need to maintain our mission focus to "Sustain the Victory."

Sealing Victory

Story by Sgt. Christopher Bigelow
316th ESC

The 316th Sustainment Command (Expeditionary), an Army Reserve unit from Coraopolis, Pa., cased its colors and guidon in preparation for its third deployment in 10 years today.

“Casing our colors is a symbol of all the things the Soldiers from this command have accomplished so far,” said Brig. Gen. Robert Harter, Commanding General of the 316th ESC.

“When our mission is accomplished we case our colors prior to moving to our next objective, and our mission here at Fort Hood, Texas, is complete. We are leaving here trained and ready to sustain our war fighters throughout the Central Command’s (CENTCOM) area of operations,” said Harter.

On January 17, 2006 the 316th ESC was redesigned as the Headquarters and Headquarters Company, 316th Sustainment Command (Expeditionary). The 316th ESC was the first Sustainment Command (Expeditionary) to be constituted in the Army Reserve.

As a logistics command the 316th ESC was the first ESC from the Army Reserve to deploy when they deployed in support of contingency operations to Iraq in 2007-2008 and Kuwait in 2012-2013.

“The professionalism of the Soldiers within this team can be seen in the brief but rich history of our command,” said Command Sgt. Maj. Johnny McPeck, the 316th ESC Command Sergeant Major.

In Iraq 2007-2008, the 316th ESC synchronized and provided



(Left) Brig. Gen. Robert D. Harter, Commanding General of the 316th Sustainment Command (Expeditionary), cases the 316th ESC guidon with Command Sgt. Maj. Johnny McPeck (right), the 316th ESC Command Sergeant Major, during a Colors Casing ceremony at Fort Hood, Texas Nov. 28, 2016.

logistical support to U.S. units over 165,000 strong, multi-national coalition partners and Iraqi forces. For their outstanding service the unit was awarded the meritorious unit citation.

In Kuwait 2012-2013, the 316th ESC provided superior logistical support operations throughout the CENTCOM Theater and repeatedly demonstrated that they could accomplish difficult and complex missions in an evolving, high paced, and complex environment. The support the 316th ESC provided warranted the awarding of a second meritorious unit citation.

“The success and unit citations awarded during our commands previous two tours are a direct

reflection of the skills that Army Reservists and 316th ESC Soldiers bring to the fight,” said McPeck.

Harter stated that the Soldiers from the 316th ESC face a daunting task in the Middle East as the priorities of supplies and responsibilities will be constantly shifting as they adjust and plan sustainment operations throughout CENTCOMS dynamic, evolving and very complex environments.

“The 316th ESC is prepared and ready to accomplish our upcoming mission as a team and as a family in Kuwait,” said Harter.

“I look forward to uncasing our colors in Kuwait and beginning a chapter in our Units history,” Harter added.



Heat illnesses are preventable.
Ensure you and your battle buddies stay properly hydrated.

READY
...OR NOT?



<https://safety.army.mil>

Equipping the ‘Total Force’

Story by Staff Sgt. Dalton Smith
316th ESC

As the primary means of transporting weapons, ammunition, vehicles and more in to Iraq, the 1st Sustainment Command (Theater), Iraq Train and Equipment Funding (ITEF) team’s work is never ending.

“As ITEF, we’re the sole means of transporting the entire kit to the forces in Iraq,” said Col. Michael Plattenburg, director of ITEF with the 316th Sustainment Command (Expeditionary).

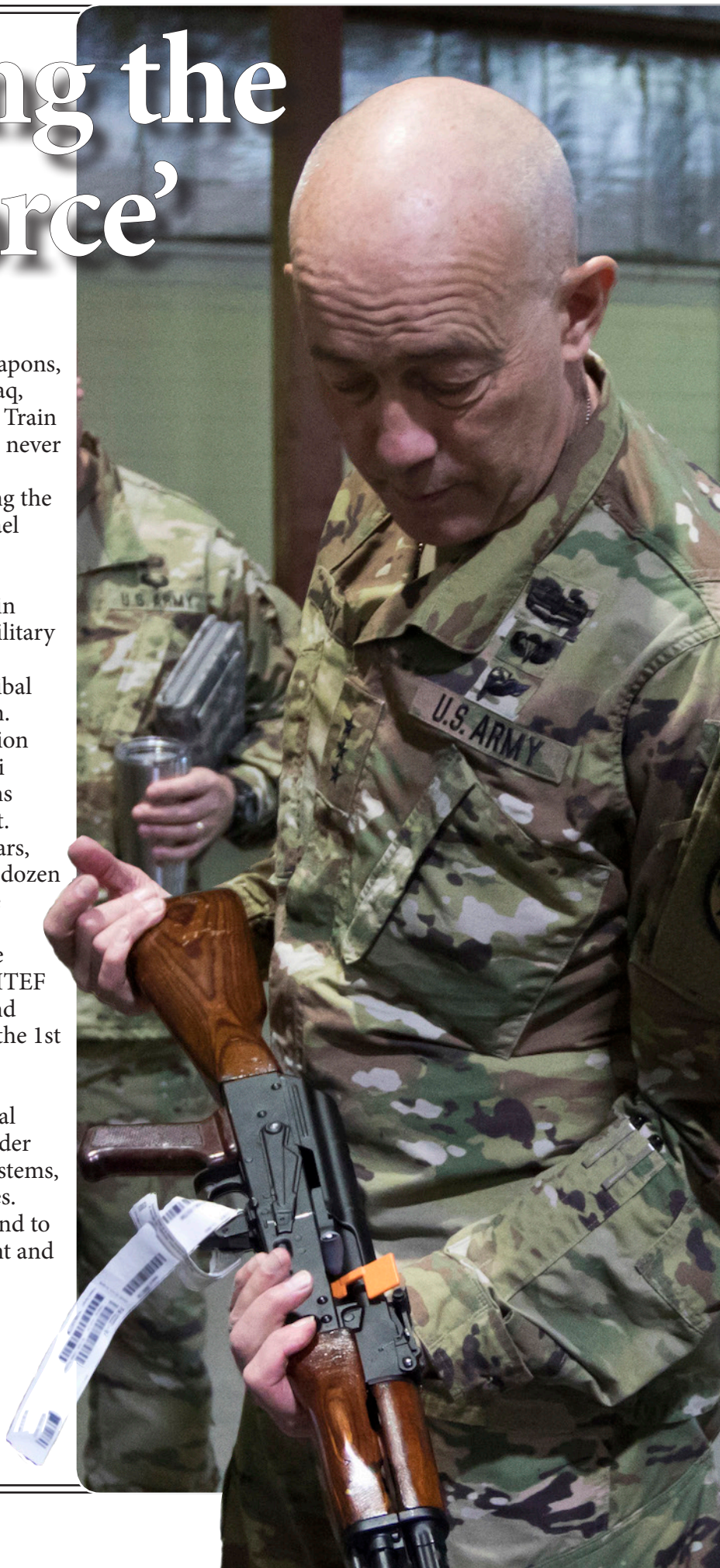
In 2015, Congress appropriated \$1.6 billion in ITEF appropriation to provide assistance to military and other security services associated with the Government of Iraq, including Kurdish and tribal security forces with a national security mission.

The coalition has provided more than 8 million pounds of ammunition and equipment to Iraqi Kurdish forces through over 100 airlift missions and in coordination with the Iraqi government. This includes small arms, machine guns, mortars, radios and vehicles donated from more than a dozen countries. Many of the U.S. contributions were purchased using ITEF allocations.

“Uniforms, vests, boots, you name it we have it,” said Chief Warrant Officer 2 Amber Price, ITEF warehouse supervisor. “We receive, package and issue all items from the ITEF warehouse once the 1st TSC sends us a request.”

The U.S. military has also trained more than 2,000 Iraqi Kurdish Forces and currently several hundred more through ITEF. Units trained under this program will receive the same weapons systems, vehicles and equipment as the Iraq Army forces.

“ITEF’s primary is to outfit the Iraqi forces and to make sure they have the appropriate equipment and arms to combat Daesh,” said Plattenburg.



U.S. Army Reserve Commanding General, Lt. Gen. Charles D. Luckey, inspects an AK-47 rifle during a tour of the Iraq Train and Equipment Fund (ITEF), warehouse at Camp Arifjan, Kuwait, Jan. 4, 2017.
(US Army Photo by SSG Dalton Smith)





Cpl. Masina Pua, a Financial Management Technician with Charlie Detachment, 9th Financial Management Support Unit, from Joint-Base-Lewis-McChord. (US Army Photo by Staff Sgt. Dalton Smith, 316th ESC)

Corporal Leads Team To Success

Story by Sgt. Christopher Bigelow
316th ESC

Soldiers deployed to Camp As Sayliyah enjoy half a work day on Saturdays after a full workweek, most use the extra time to catch up on laundry and speak with their families. The much-needed break gives Camp As Sayliyah troops a little rest and relaxation before returning to another week of work.

However, in one corner office behind an imposing desk buried

in paperwork, a young corporal files reports, alone, while staring at a computer monitor framed in sticky notes and post-its. Her feet resting comfortably on her chair give the appearance that she has been focused on her task for quite some time.

"I don't like to leave a task half finished," said Cpl. Masina Pua; a Financial Management Technician with Charlie Detachment, 9th Financial Management Support Unit, from

Joint-Base-Lewis-McChord, Wash.

"I like to start each week with a clean slate, and my team had a half day today," added Pua.

Pua is the non-commissioned officer in charge (NCOIC) of a small team of financial technicians whose mission is to handle Soldier pay in the 1st Sustainment Command (Theater), U.S. Central Command (USCENTCOM) area of operations.

"In the absence of a Staff Sergeant, Pua is our military pay NCOIC and has really stepped up to fill the needs of our team and she is doing a fantastic job," said Capt. Jonathan Evans, the commanding officer of C. Det. 9th FMSU.

The 9th FMSU mission in the Middle East is to respond to and address individual Soldier pay issues throughout the USCENTCOM AOR, which includes processing approximately 6,000 personnel, while managing the financial responsibility of Soldiers moving in and out of Qatar.

"My team and I are here to ensure Soldiers entering our operational area receive every pay benefit they are entitled to," said Pua.

Soldier pay in the U.S. Army is required to be coded at no less than a 98% accuracy rating and according to Evans, Cpl. Pua and her team of financial professionals have exceeded that standard every month that they have been in theater.

"Every pay related inquiry Cpl. Pua and her team process is required to be answered within a 72 hour deadline in order to prevent a hardship for our Soldiers and their families," said Evans.

Continued Page. 14

WORLDWIDE EXPLOSIVES SAFETY



Story by Sgt. Dalton Smith
316th ESC

“This hasn’t happened in four years in Kuwait, we hope it goes seamless and safe.”

Mr. Rick Gravely,
the 1st Sustainment Command (Theater),
deputy safety director



WORLDWIDE EXPLO

Story by Staff Sgt. Dalton Smith
316th ESC

“This hasn’t happened in four years in Kuwait, we hope it goes seamless and safe,” said the First Team, the deputy safety director.

Mr. Rick Gravely, the 1st Sustainment Command (Theater), the First Team, the deputy safety director, was in charge of helping to set up and host the 2017 Worldwide Ammunition Logistics and Explosives Safety Review in Kuwait. The last review happened in April 2013.

“Even though safety is an additional duty for most Soldiers, we feel it, the our primary duty when it relates to ammunition and explosives,” said Gravely.

The review, conducted by the U.S. Army Defense Ammunition Center, carried out evaluations

against a recognized standard, provided solutions to resolve issues or problems, taught and enhanced knowledge base and emphasized the fact that the reviews were not punitive in nature.

The review team composition included the Logistics Management Specialists, Explosives Safety Professionals and Quality Assurance Specialists (Ammunition Surveillance).

Normal reviews last 1-2 weeks and teams can conduct approximately 26 a year. In between reviews, the teams build site plans or write reports for future visits. The review team has nine functional focus areas and checks for compliance with regulatory guidance from 194 primary elements; including logistics, surveillance and

explosives safety.

The purpose of the review is to provide independent assessments of commands, activities and installations. It also identifies local and systemic problems areas, like recommending corrective actions and highlighting successes. The review is essential in advising commanders and installations personnel on developments that may affect the accountability, security, safety and environmental integrity of their ammunition (Class V) missions. Lastly, it is to be a commander, the source for technical assistance.

Major areas of emphasis during this site visit were the Theater Storage Area (TSA) / Ammo Supply Points (ASP), range control / weapon ranges, arms rooms, fire departments, airfields and port operations at Camp



Command Sgt. Maj. Stevie Blue, 840th Transportation Battalion CSM, (center) explains safety procedures of vessel operations during the 2017 Worldwide Ammunition Logistics and Explosives Safety Review in Shuaiba Port, Kuwait, on Feb. 10, 2017. (US Army Photo by Staff Sgt. Dalton Smith)

SIVES SAFETY

Arifjan, Camp Buehring and Shuaiba Port.

The first day of reviews were conducted at the Camp Arifjan TSA. This location is set far away from the garrison living quarters of base, for they contain all the ammunition and explosives for the area of operations. Building and separating ammunition containers is a constant process, new items are in and out of here all the time, said Ricky Valenzuela, TSA storage supervisor at Camp Arifjan.

The team opened random ammunition containers and compared the Magazine Data Cards (MDCs) to the actual on-hand count of ammunition in the containers. The MDCs are a living document that counts the in and out of stock per ammo pallet.

On the second day, reviews moved to the Camp Arifjan fire departments and Camp Buehring ASPs. The primary focus of the fire departments were to ensure every station had up to date maps, explosives procedures and Hazardous Material (HAZMAT) training.

"Luckily we work near the Department of Logistics and Department of Public Works," said James Wenger, Assistant Chief for the Area Support Group, Kuwait joint emergency service station. "We are in constant contact with all services around here for the continual change of pace."

On the last day of the review, the majority of the team went to the 840th Transportation Battalion area of operation at Shuaiba Port. Here, the 840th

command team Lt. Col. Jeffrey Wagstaff and Command Sgt. Maj. Stevie Blue, briefed on their safety procedures and let the team have a tour of the ,Alliance Norfolk, vessel.

"The 840th conducts many safety stand-downs to help educate our Soldiers and staff, said Wagstaff. "Since my tenure, we haven't had any accidents."

"This was a great collaboration effort between 1st TSC Soldiers and DA civilians," said Brig. Gen. Robert D. Harter, deputy commanding general of the 1st TSC / commanding general of the 316th Sustainment Command (Expeditionary).

The 1st TSC mission is to provide logistics support throughout the USCENTCOM area of operations.

US works with Jordan



Jordanian Armed Forces

Lt. Col. Mark Brintnall, the Support Operations Deputy Officer in Charge with the 316th Sustainment Command (Expeditionary), gives a block of instruction to Jordan Armed Forces service members on the fueling procedures used by the 1st Theater Sustainment Command March 9, 2017, at the Joint Training Center in Amman, Jordan. (US Army Photo by Sgt. Christopher Bigelow, 316th ESC)

**Story by Sgt. Christopher Bigelow
316th ESC**

CAMP ARIFJAN, Kuwait – The 1st Theater Sustainment Command (TSC) with the Jordan Armed Forces-Arab Army (JAF) Logistics Mobile Training Team (MTT), met with senior Jordan Armed Forces leaders March 6, 2017, at the Joint Training Center, Jordan for a week-long course aimed at strengthening our military-to-military partnership through logistics training. Comprised of senior logisticians from the 1st Theater Sustainment Command (TSC), an active duty unit from Fort Bragg, N.C., as well as the 316th Sustainment Command (Expeditionary), a U.S. Army Reserve unit from Coraopolis, PA., the MTT was assembled to provide three separate phases of logistics training to the JAF.

The goal of the MTT is to build an understanding as to how the U.S. Army provides the essential supplies, personnel, and equipment required to sustain the U.S. Army Central Command area of operations.

“Whenever you work with another country it’s important to understand how they perform their operations so that we can plan accordingly and work with them more efficiently. This will be a great step to our interoperability and team building with the JAF,” said Lt. Col. Timothy Reed, the Theater Security Cooperation Program Chief with the 1st TSC.



The Camp As Saliyah Education Center Volunteers: Here to Help

Story by Sgt. Christopher Bigelow
316th ESC

The Camp As Saliyah Education Center is here to help with the unique educational needs of deployed personnel. The hard work and service of the Education Centers volunteer professors has given Soldiers stationed in Qatar the unique opportunity to start or finish their degrees, regardless of location.

"I volunteer to help Soldiers understand they can enjoy an education," said Chief Warrant Officer 3 Fernando Darnell Lockett, a Human Resources Technician and Casualty Operations Officer with the 14th Human Resources Sustainment Center, 1st Sustainment Command (Theater).

"My goal is to make education a fun and enjoyable experience, when education is approachable, junior Soldiers are more interested in expanding their knowledge base and that, why I volunteer; I want to develop a thirst for knowledge in the service members I teach," added Lockett.

Each month, some very popular courses are offered. The Functional Academic Skills Training (FAST) class provides instruction to help improve a Soldier's General Technical (GT) score. Students can also enroll in the Advanced Skills Education Program (ASEP) classes to work towards a Certificate in Supervision Management. Not only does the student learn management, leadership and supervisory skills, they will earn 1 semester hour of college credit for each class taken.

Lockett, a Military Science



"I volunteer to help Soldiers understand they can enjoy an education," said Chief Warrant Officer 3 Fernando Darnell Lockett, a Human Resources Technician and Casualty Operations Officer with the 14th Human Resources Sustainment Center, 1st Sustainment Command (Theater). Lockett, is a Military Science and Supervision Management volunteer professor at the Camp As Saliyah, Education Center.

(US Army Photo by Sgt. Christopher Bigelow, 316th ESC)

and Supervision Management volunteer professor at the center will begin teaching classes January 23, 2017.

"I would like to remind Soldiers that while most of our missions do require 24 hour operations, finding time between mission and education is a difficult, but worthwhile task," said Lockett.

Central Texas College (CTC) and the University of Maryland University College (UMUC) represent the Education Center,

the staff provides face-to-face classes, counseling and assistance with online courses. The center is open from 0900 to 2100, 7 days a week.

"We hate to hear someone say, 'I wish I had taken some classes when I was deployed,'" said Dimitria Vako, CTC Local Program Manager. "If you have any questions on how to get started or need counseling advice, please drop by. We're here every day for you."

US works with Jordanian Armed Forces

Continued From Page 7

Phase 1, the executive phase of the training, was developed in a coordinated effort between JAF and U.S. Army logisticians to build a shared understanding of U.S. Army sustainment operations among the JAF logistics community and senior leaders.

“This training was developed to enhance the capacity of the Jordan Armed Forces and assist in the development of their capabilities in the region. The executive stage of the training is where we go over our principles, or the wave tops, of what we are trying to explain to the JAF leadership. It is how we showcase our logistics principles to the JAF soldiers,” said Reed.

Phase 2 of the logistics training

is scheduled for July. This will be a classroom environment where up to 40 JAF staff planners chosen by their senior leaders who completed the Phase 1 course receive two weeks of direct instruction on the principles of Army logistics. “We were invited by the JAF to do this training,” said Reed. “At this time, we are learning from them how they perform logistics operations so we can help provide them with a streamlined more efficient manner to support and sustain their logistics to their forward troops,” added Reed.

In Phase 3 of the training, the 40 JAF logistics staff planners who participated in the Phase 2 portion will execute the skills they have developed in a proof of principle exercise. Under observation from up to 100 observers, the staff

planners will implement the tasks necessary to maintain sustaining operations in response to carefully chosen obstacles and problem sets commanders may face during operations.

“Through our continued evolution of support to the JAF our goal is to share our principles of logistics versus technology and allow them to incorporate what works for the JAF,” said Reed.

In closing comments at the Phase 1 training, Brig. Gen. Robert Harter, commanding general of the 316th ESC and deputy commanding general of the 1st TSC, stated to the group, “Amateurs talk tactics and professionals talk logistics.” Harter thanked the group and expressed his continued support in the mil-to-mil relationship.

Corporal Leads Team To Success

Continued From Page 10

“Cpl. Pua and her team have always met that standard,” added Evans.

Financial technicians move as a team forward throughout the CENTCOM Theater to aide war fighters with any questions, complaints or concerns they may have with their military pay. Soldiers with pay issues or questions forward their concerns through those financial technician teams to Pua’s team in the form of pay inquiries.

“We handle each pay inquiry on a case by case basis. It’s our goal to correct each problem as quickly as possible,” said Pua.

Soldiers entering a deployed environment are entitled to several benefits like a basic allowance for housing (BAH), as well as other entitlements like family separation, hardship pay and hazardous duty pay.

“Our mission here is important because we help to ensure that Soldiers are paid what they are owed, no more and no less. If a Soldier’s BAH is incorrect, they could incur a debt which would be negative for them and their families and I don’t want that to happen,” said Pua.

Soldiers like Pua, and those found in the C Det. 9th FMSU, play a key role in the success of their higher headquarters the 316th Sustainment Command (Expeditionary), a U.S. Army Reserve unit from Coraopolis, Pa.

The 316th ESC mission in Kuwait is to support the 1st Sustainment Command (Theater) mission of providing logistics support throughout the USCENTCOM AOR.

“As the commanding officer of C. Det. 9th FMSU, I chose to place Pua into her leadership position because I trust in her ability to handle the responsibility and lead her team to success,” said Evans.

“To me, mission success is leaving this area better than we found it and through Pua’s hard work and efforts I feel that we are very well on our way to success having already received the highest ratings in theater on all of our Audit Readiness Inspections,” said Evans.”



In an effort to increase a shared understanding of theater level logistics throughout the USCENTCOM area of operations, Kuwaiti Armed Forces and 1st Sustainment Command (Theater) logistics leadership met at Camp Arifjan, Kuwait. (US Army Photo by Sgt. Christopher Bigelow, 316th ESC)

Tactical Logistics Exchange

**Story by Sgt. Christopher Bigelow
316th ESC**

In an effort to increase a shared understanding of theater level logistics throughout the U.S. Central Command (CENTCOM) area of operations (AOR), Kuwaiti Armed Forces and 1st Sustainment Command (Theater) logistics leadership met at Camp Arifjan, Kuwait, Dec. 19.

The joint effort was to develop and increase between the U.S. and Kuwaiti armies via a Tactical Logistics Exchange (TLE).

„ÄThis event will bring the 1st TSC and Kuwaiti planning and logistics staffs together,” said Col. Marty T. Pennock, civil affairs

chief, 1st TSC, and native of Sioux Falls, North Dakota.

The forces met to set clear objectives for future logistics training exchanges.

„ÄOur goal is to develop a scenario based engagement focusing on the sustainment capabilities of the Kuwaiti army to enhance our exchanged information,”Ä said Pennock.

The 1st TSC and Kuwaiti officials worked to have a clear objective before executing any combined scenarios.

„ÄThe purpose of this forum is to refine and clarify the planning process we have for

the scheduled Tactical Logistics Exchange,”Ä said Maj. Steve McKnight, civil affairs officer, 1st TSC.

„ÄTogether we will make sure the TLE offers key takeaways for both the 1st TSC and the Kuwaiti logistics community,”Ä McKnight added.

The TLE is a shaping event for KAZMA IV.

KAZMA IV is the fourth iteration in a series of exchanges designed to strengthen and sustain current relationships between the 1st TSC and the Kuwaiti Armed Forces.

KAZMA IV is a tabletop



In an effort to increase a shared understanding of theater level logistics throughout the USCENTCOM area of operations, Kuwaiti Armed Forces and 1st Sustainment Command (Theater) logistics leadership met at Camp Arifjan, Kuwait. (US Army Photo by Sgt. Christopher Bigelow, 316th ESC)

discussion focused on operational level logistics staff processes, which enhance the bi-lateral military relationships between the armed forces.

The Kuwait based TLE provides function checks for staff processes, promotes improved communication and highlights the importance of interoperability in the contemporary operating environment within the CENTCOM AOR.

Interoperability is the key skill to be practiced during the TLE.

“Interoperability is a perishable military skill and only through continuous training and

deliberate exchange are units of differing nations able to operate together to achieve a common goal,” said Pennock.

A full spectrum of theater level logistics occurs each and every day within the CENTCOMS AOR, and those continual logistics missions have led to the development of some of the world’s finest logisticians, said Maj. Gen. Paul C. Hurley Jr., commanding general, 1st TSC.

“With today’s complex environment, we need agile and adaptive logistics leaders. We need leaders broad enough to handle the challenges of full

spectrum operations in an era of persistent conflict and exchanges like this TLE keep our and our allies logisticians sharp, ready, and prepared for anything that lies ahead,” said Hurley.

The 1st TSC provides mission command and operational-level sustainment support to Army, Joint, Interagency, and Multinational Forces; sets the theater; and conducts theater security cooperation, the 1st TSC is postured to meet all U.S. Army Central Command sustainment missions, across the full range of military operations throughout the CENTCOM AOR.

Black History Month Observance:

four key points of education and success

Story by Sgt. Christopher Bigelow
316th ESC

African American-Black History Month is a time for recognizing the roles contributions African American, Æôs have made to our history. This year, Æôs Camp Arifjan, Kuwait observance was hosted by the 1st Theater Sustainment Command on Feb. 22, 2017.

The theme of this year, Æôs observance was , ÆúSuccess always leaves footprints,, Æú a quote by Booker T. Washington, the first African-American to receive an honorary doctorate from Harvard University. One of the keynote speakers for the observance was Col. Jeffery Carter, Deputy Commanding Officer of the 1st TSC / 316th Sustainment Command (Expeditionary). The 316th ESC is an U.S. Army Reserve unit from Coraopolis, Pa. currently deployed to Camp Arifjan in support of the 1st TSC mission of providing logistics support throughout the US Central Command (USCENTCOM) area of operations.

In his speech, Carter focused on the importance of education and how the pursuit of knowledge can better an individual, Æôs life. Citing quotes from famous leaders and educators from America, Æôs past, Carter highlighted that education is the best gift an individual can provide themselves and explained how education could alter a person's behavior and make them a better citizen.

, ÆúAll these things that I learned in college applied to my 20 plus

years in the army. I have never stopped learning. I have found that my successes as a company grade officer only got me so far. I had to acquire new skills to become a successful major and lieutenant colonel. I had to learn even more to be a successful colonel and brigade commander,, Æú said Carter.

Carter cited Mariam Wright Edelman, an African American activist for the rights of children, stating , ÆúEducation can make you a better citizen. Education is for improving the lives of others and for leaving your community and the world better than you found it."

, ÆúEducation forces you to see yourself and how much you contribute to society. It makes you want to reach back and help as many of your kind as possible, so that all boats rise and everyone has the opportunity to be better, fathers, wives, sons, and sisters in your community,, Æú said Carter. , ÆúThe Beautiful thing about learning is that no one can take it away from you,, Æú as he quoted the artist B.B. King, to emphasize the benefits and gifts of the pursuit of knowledge.

In his speech, Carter emphasized the gifts an education and training can



Col. Jeffery Carter, Deputy Commanding Officer of the 1st TSC / 316th ESC speaks at the African American Black History Month observance. (US Army photo by Sgt. Christopher Bigelow, 316th ESC)

give to Soldiers of all races, creeds and color, to better themselves as well as strengthen the force.

, ÆúEach year the Army takes time to reflect on the contributions African-American men and women have had in the fight for our nation. The significance of this year, Æôs theme , Æúsuccess always leaves footprints,, Æú shows the path of the footsteps of not where we, Æôve been but where we are going,, Æú said Maj. Julius Penn, the Public Affairs Officer with the 316th ESC.

“Col. Jeffery Carter focused on the importance of education and how the pursuit of knowledge can better an individual”

HERE IT COMES

Hand Injury Prevention

#DYK 12 percent of all on-the-job injuries involve the hands and fingers, according to the National Safety Council? Injuries to the fingers and thumb rank as the third most frequently injured body parts.

Usual causes of hand injuries include:

- Indiscipline
- Inattentiveness
- Shortcutting safety procedures

Always remember to:

- Wear the proper PPE
- Be aware of your surroundings — watch for pinch points and rotating or moving surfaces
- Remove jewelry and any clothing that could get caught in machinery
- Pay attention to the details and don't get complacent

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 — both the known and unknown. #ArmySafety

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

The U.S. Army Combat Readiness Center has the tools to keep you and your Soldiers safe, both on and off duty. Visit us online at <https://safety.army.mil>.

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



<https://safety.army.mil>

HERE IT COMES



On the Run?

Use of headphones and listening devices while jogging or running on Army installations is prohibited. Off post, exercise the same caution.

Stay aware of traffic and don't miss the thrill of the run.

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Spc. Brian Ramirez, (left) and Spc. Jose Perez, (right) both mortuary affairs specialists with the 264th Quartermaster Company (Mortuary Affairs), a US Army Reserve unit from Mayaguez, Puerto Rico drape an American Flag over a transfer case in Erbil Iraq February 3, 2017 (US Army Phtot by SSG Dalton Smith, 316th ESC)

USCENTCOM's only MIRCS team

**Story by Staff Sgt. Dalton Smith
316th ESC**

CAMP ARIFJAN, Kuwait
- The U.S. Central Command's (USCENTCOM) only Mobile Integrated Remains Collections System (MIRCS) is ran and operated by only three Soldiers in Erbil, Iraq.

Staff Sgt. Gustavo Padilla, Spc. Jose Perez and Spc. Brian Ramirez, all mortuary affairs specialists with the 246th Quartermaster Company (Mortuary Affairs), an U.S. Army Reserve unit based out of Mayaguez, Puerto Rico, have been trained and are all subject matter experts with operations and procedures related to theater level, mobile remains collections and transfers

for Fallen Heroes.

The MIRCS is a self-contained shelter with four main areas; receiving and processing area, refrigerated storage area for remains, administrative area and storage for operational supplies. It consists of all components necessary to deploy, move and operate in support of full spectrum of military and peacetime disaster support. It can be transported via land or by plane.

The 246th Qm. Co. (MA) is the only operational mortuary affairs unit in the USCENTCOM area of responsibility and this is only the second rotation that a team has operated the MIRCS while deployed. The current team has been on a six month deployment since November 2016 and will be

replaced by three more Soldiers from the same company.

The 246th Qm. Co. (MA) Soldiers have received a large amount of support from Forward Logistics Elements (FLE) and the Canadian and Norwegian military. They frequently improve their setup in Erbil with constant expansion of their work area.

"We train and work with the foreign militaries because we never know what kind of Soldier may be coming through the plastic vinyl doors," said Padilla.

Since being on ground, the team has added another work area besides the MIRCS. This is a container that includes a steamer and iron for removing wrinkles in flags, a rope system that can drape flags over top a transfer



This is a container the
flags over top transfi
(Mortuary Affairs),



that includes a steamer and iron for removing wrinkles in flags, a rope system that can drape transfer cases (casket) and transfer case owned and operated by the 246th Quartermaster Company in Erbil, Iraq on February 3, 2017. (U.S. Army Photo by SSG Dalton Smith, 316th ESC)

cases (casket) and of course, a transfer case.

This container and system are not Army issue though. The three Soldiers have created this from scraps and parts lying around Logistics Support Area (LSA) Danger, along with support from their counterparts in Camp Arifjan, Kuwait. They have gone to great lengths to preserve the pristine appearance of the American Flag and to honor the Fallen Heroes by creating this system.

“My enlisted Soldiers up North are very knowledgeable and know what they are doing,” said 1Lt. Mayra Hernandez, the 246th Qm. Co. (MA) USCENTCOM theater mortuary affairs office officer in charge. “We coordinate to get them basic and mortuary affairs supplies from our containers in Kuwait.”

During a mass casualty event, the MIRCS team could handle three bodies at a time. It would take two to three hours per body for a full transfer process. The maximum amount of time allowed is four hours.

“It makes me feel valuable, it gives me meaning,” said Ramirez. “The interest of how our body works and being able to see which organ does what function is amazing.”

The MIRCS team can also hold local national (Iraqi) bodies. They cannot process or transfer a local though; they only hold until the Next Of Kin (NOK) or local representative arrives to retrieve the remains.

The 246th Qm. Co. (MA) is currently a down trace unit of the 1st Sustainment Command (Theater) Operational Command Post, based out of Camp Arifjan and commanded by Maj. Gen. Paul C Hurley Jr. The 1st TSC’s mission is to provide logistics support throughout the USCENTCOM area of operations.



19-Man Reserve Team; Monitor

Story by Sgt. Christopher Bigelow
316th ESC

“I would imagine it would be hard to accomplish any mission without having the proper tools and equipment to accomplish the task,” said Sgt. 1st Class Robert Mackey, the Support Operations Mobility NCOIC with the 316th Sustainment Command (Expeditionary), an Army Reserve unit from Coraopolis, Pa.

In order to plan and prepare for future operations the U.S. Army uses Movement Control Teams to maintain accountability of supplies and their locations as they move throughout the U.S. Army Central Commands area of

responsibility.

Movement Control Teams are responsible for allocating transportation; coordinating the movement of Soldiers, equipment, bulk fuel and water shipments; as well as tracking the location of cargo shipments within their areas of responsibility.

The 839th MCT, a 19-person Army Reserve unit from Miami, Fla., began their mission of monitoring material traffic through Camp Taji, Iraq and its surrounding locations Jan. 1, 2017.

“My team’s mission here is to help maintain the in-transit visibility of equipment moving in and out of our operational area,”

said First Lt. Randy Lence, the Commanding Officer of the 839th MCT.

839th MCT Soldiers work to maintain in-transit visibility of actively moving material throughout their AOR by monitoring and continually scrubbing the material tracking sheets of inbound and outbound supplies.

“We view multiple reports to track the movement of equipment by every means air, land and sea, by continually reviewing these trackers we can give an estimated date of material arrival that becomes more accurate as the material moves closer,” said Lence.

Actively traveling elements



Brig. Gen. Robert D. Harter, deputy commanding general of the 1st Sustainment Command (Theater) / Commanding general of the 316th Sustainment Command (Expeditionary), inspects the Movement Control Teams staging yard at Erbil, Iraq. (US Army Photo by SSG Dalton Smith, 316th ESC)

s Material Traffic Through Taji

in the USCENTCOM AOR are stopped for multiple reasons; from border crossings to invalid points of contact on the receiving end of their final destination. A large part of the MCT mission is correcting these multiple points of failure to keep the flow of supplies moving freely.

“We act as the middle man between our sending and receiving customers. By scrubbing transportation paperwork we foresee future problems and correct those issues before the material stops moving, our goal is to keep the flow of supplies moving freely,” said Sgt. 1st Class, Harvey Darrisaw, the 839th MCT 1st Sgt.

Each location material moves to may have a different requirement and so 839th MCT Soldiers have to remain conscious of each supplies final destination to ensure the successful movement of equipment.

“Just because something is good in Camp Taji, that doesn’t necessarily mean it can be accepted into other locations downrange,” said Lence.

The 839th MCT mission is to facilitate the movement of cargo and ensure that it reaches its destination in a timely and efficient manner. To date, 839th MCT Soldiers have processed more than 100 requests to have material moved throughout the

theater and they had in-processed and continued the movement of more than 150 vehicles and shipping containers.

“We are a combat multiplier, and by completing our mission and successfully moving material throughout our AOR my team and I help to guarantee mission success. We see each object we move forward as mission critical from toilet paper to rockets; without the tools and equipment required to fight it, a war cannot be won. We are here to support the 1st TSC / 316th ESC mission of providing logistics support throughout the USCENTCOM AOR.

Plans and Operations Leading from Qatar

Story by Sgt. Christopher Bigelow
316th ESC

The mission of any human resources element is to coordinate timely and effective support to enhance readiness and operational capability.

The 14th Human Resource Sustainment Center, deployed to Camp As Saliyah, Qatar, coordinates, integrates, and synchronizes personnel accountability and strength reporting, casualty reporting, Army postal operations, and reception staging and onward movement tracking and analysis throughout the theater as prescribed by Army service component command guidelines.

"Our mission here in theater is to provide short and long term human resources planning in the U.S. Army Central Command (CENTCOM) Area of Operations (AOR), we accomplish our mission by dividing our workload into three separate teams or 'Divisions,' Plans and Operations (PLOPS), Casualty Operations (COD), and Postal Operations (POD)," said Lt. Col. Marvin Brown the Division Chief of PLOPS in the 14th HRSC.

The 14th HRSC PLOPS division coordinates current operations requirements; develops HR training plans, monitors HR force management issues, and manages contingency operations planning.

"Our mission is to keep an eye

on theater human resources, we ensure our Coalition forces are ready and properly supported," said Brown.

While the PLOPS division of the 14th HRSC is continually busy the Casualty Operations Division (COD) team is a 24-hour a day mission.

"Our job is to effectively report all casualty information in theater to our higher command, we ensure the accuracy of all forwarded documents," said Chief Warrant Officer 3 Fernando Lockett, a Human Resources Technician with the 14th HRSC COD team.

The COD team streamlines the casualty reporting process by revising standard operating procedures and providing clear policy guidance to reporting elements throughout the CENTCOM AOR.

"The COD mission is a huge responsibility, by reporting timely accurate information we ensure everyone in each casualties chain of command, including their families, understands the most up to date status of their Soldier," said Lockett.

According to Lockett mail for active duty and reserve component Soldiers is a vital link to their lives back home.

Essentially functioning as the Army's postmaster, the Postal Operations Division (POD) provides technical guidance and oversight ensuring Army

post offices are compliant with applicable policies and regulations.

"News from home. No matter the form is something Soldiers both past and present look forward to receiving. Communication with loved ones is a morale booster for any Soldier," said Sgt. 1st Class, Lolita Morton, the senior enlisted non-commissioned officer with the 14th HRSC PLOPS team.

The 14th HRSC fully demonstrates its capabilities in supporting the missions of its higher command the 1st Sustainment Command (Theater) in the CENTCOM AOR.

"Our mission here is to collect all of the HR accountability and casualty information and forward that information to our command so our commander can make an informed decision," said Brown.

"Through our timely and effective support we aim to enhance the 1st TSC's readiness and operational capabilities, while providing the support necessary for our higher commands to achieve mission success," said Brown.



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USCENTCOM's Area of Responsibility

HERET COMES



Sleep Management Strategies for the Army

REVERSE PHYSICAL TRAINING SCHEDULE

Delay start to duty day (8 a.m. or later) and conduct PT in the afternoon instead of morning to maximize morning sleep and to synchronize with circadian rhythm.

SLEEP BANKING

Increasing hours of sleep before a known time of insufficient sleep.

TACTICAL NAPS

Short sleep episodes taken when opportunities allow during tactical operations to reduce fatigue and sleep debt, and improve alertness.

NAPPUCINO

Short (approximately 30 mins) naps immediately following a drink of coffee for a short cognitive and alertness boost.

CAFFEINE

When unable to get needed sleep, proper doses of caffeine will help improve short-term alertness.

GARRISON SLEEP-QUALITY ASSESSMENT

Assessment of barracks, family housing, etc. to identify and mitigate conditions not conducive to quality sleep (e.g., garbage pick-up outside barracks at 4 a.m.; routine fire alarms during sleep hours).

TACTICAL SLEEP

Decisions and plans to improve the sleep environment for those on the night shift.

Strategies provided by the Army Public Health Center (APHC) and Office of the Surgeon General.

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A Word From Our Chaplain

As Soldiers, when we put on the uniform, do we surrender our Constitutional rights? Specifically, what happens to our opportunities for religious expression according to our own conscience and beliefs? With the military's ever-increasing diversity, these issues seem to also get progressively complicated, raising compounding questions. However, thanks to the God-given wisdom of our Founding Fathers, the answer is surprisingly straightforward. The US Constitution guarantees every individual the freedoms of religion and speech.

Still, in our society a great misunderstanding exists regarding the principle of "Separation of Church and State" – a statement never found in the United States Constitution that each of us has taken the oath to protect and uphold. This principle speaks to the need to guard against the establishment of an official federal church and against the religious persecution of any person or religious group by the government. At the same time, again, the US Constitution guarantees every individual the freedoms of religion and speech. Thus, the freedoms of religion and speech, not freedom from religion or religious speech, define the constitutional guarantees within the United States. This provides the military establishment a unique opportunity to model the freedom and the strength found with diversity for the larger pluralistic culture of the United States. This also provides the freedom to practice one's faith within that pluralistic military culture.

In order to maintain good morale and discipline alongside



Our Mission – The mission of the Army Chaplaincy is to provide total religious support to America's Army across the spectrum of operations. We do this by assisting the Commander in ensuring the right of free exercise of religion and by providing spiritual, moral, and ethical leadership for the Army and its culture (Title 10, U. S. Code, sections 3073, 3547, 3581).

rich diversity and personal freedom, each individual must model respect and tolerance. By defending equal religious opportunities for all individuals as that person's conscience leads, whether or not we agree with those personal beliefs, we create a fair and level playing field for all. That is why chaplains exist—to assist the Commander in protecting the "Free Exercise Clause" and guaranteeing the rights of religion for all military personnel. So, please help us serve you by approaching

your chaplain and discussing with him or her how we can support you in exercising your freedom of religion.

**- CH (LTC) Bill
Heisterman,
1TSC-OCP
Command
Chaplain**

Champions Corner



(Top) Soldiers from the 316th Sustainment Command (Expeditionary) played in Camp Arifjans International Soccer Team, “The Internationals,” the team was comprised of Joint Coalition forces who competed with base teams throughout Kuwait. As league champions the Internations were awarded the opportunity to play the Kuwaiti Army Soccer team at the Jaber Al - Ahmad International Stadium.



(Left) Congratulations to the 316th Sustainment Command (Expeditionary's) male and female “The Sustainers” and “United” (respectfully) basketball teams who participated in Camp Arifjan's basketball league. Our ladies team won the base Championship and our men's team placed fourth.



Future Leaders



Cpl. Steven Borodycia (left) Cpl. Michael Williams (right).



Maj. Phillip Doll



Cpt. Benjamin Miller



Sfc. Jeffery Wyatt



1Lt. Christopher Mann



CW4 Richard Gardner



Spc. William Lloyd

The 316th Sustainment Command (Expeditionary) would like to acknowledge and congratulate our future leaders on their recent promotions. A military promotion is an investment by the military in the leadership potential of each of these Soldiers whose steadfast dedication to their duties should be seen as an example to each Soldier within our ranks.



Don't deal with a problem alone. Reach out to a helping hand!

- ▶ Talk to your Battle Buddy and chain of command
- ▶ Call the Military Crisis Line at 1-800-273-TALK (8255) and press "1" for Military Crisis Line

It takes COURAGE to ask for help when needed



Suicide
Prevention
Resources
phc.amedd.army.mil

USAPHC
U.S. ARMY PUBLIC HEALTH COMMAND

TA-148-0812



Spc. William Lloyd (right), an information technology specialist, with the 316th Sustainment Command (Expeditionary), completes a 12 mile ruck march with Spc.

SPC Lloyd Earns His Place In Air Assault School

**Story by Lt. Col. Van Bryan
316th ESC**

Mustang leads the way in Air Assault school slot. Spc. William Lloyd, an information technology specialist with the 316th Sustainment Command (Expeditionary), 1st Theater Sustainment Command, Operational Command Post, beat other competitors within the 1st TSC-OCP for the one Air Assault school slot.

The Army National Guard Warrior Training Center, located

at Fort Benning, Ga., has hosted an Air Assault Course at Camp Buehring, Kuwait. It is unprecedented for an Army Reserve Soldier to be able to receive a slot for the course.

Lloyd has worked extremely hard to achieve the spot and is very deserving, said Lt. Col. Van Bryan, information technology officer in charge for the 316th ESC, 1st TSC-OCP. We are all extremely excited for him and wish him God Speed as he goes

through this course in April 2017. His super work ethic and stellar military bearing have significantly and positively impacted on the success of our team," said Staff Sgt. Kevin Smith, the G6 section supervisor with the 1st TSC-OCP, 316th ESC.

"He does a great job representing the "Mustang 6," and we are all tremendously proud of him," added Bryan.

VICTORY JOURNAL

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