

1ST THEATER SUSTAINMENT COMMAND PLAYBOOK



FIRST TEAM!

**STAY FOCUSED, ENFORCE
STANDARDS, AND BE
DISCIPLINED**



**DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST THEATER SUSTAINMENT COMMAND
1467 3D AVE
FORT KNOX, KY 40175**

ACTS-CG

6 March 2018

MEMORANDUM FOR 1st TSC Personnel

SUBJECT: 1st Theater Sustainment Command Blackjack Playbook

1. Welcome to the 1st Theater Sustainment Command. This handbook will set-forth the standards that apply to each Blackjack member within the organization both CONUS and OCONUS, garrison and field environment, on and off post, and during duty and non-duty hours.
2. Our Mission: 1st Theater Sustainment Command provides mission command and operational-level sustainment support to Army, Joint, Interagency, and Multinational Forces; sets the theater; and conducts theater security cooperation within the USCENTCOM AOR in order to enable unified land operations in support of Combatant Commander directives.
3. Our Vision: We are a physically and mentally tough, combat-ready organization that thrives in uncertain and complex conditions. We always expect to win, refuse to fail, and take initiative to accomplish the mission. We are superbly trained in sustainment operations, have high expectations of each other, and trust our leaders, subordinates, and comrades.
4. The Blackjack Playbook applies to personnel: assigned to, attached to, or under the operational control of the 1st TSC, including major subordinate commands. You will read, comprehend, comply, and enforce the standards in this handbook. Compliance with these standards is basic to the discipline of all our Personnel. Every 1st TSC member will have a copy of the BJ Playbook on their person (either electronic or hard copy). It is important that each person has pride in one's self and the unit. We appreciate your dedication and support of our fighting force.

BERNARD P. SMALLS SR.
CSM, USA
Command Sergeant Major

FLEM B. WALKER JR.
Major General, USA
Commanding

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Warrior's Ethos

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

**I am disciplined, physically and mentally tough,
trained, and proficient in my warrior tasks and
drills.**

I always maintain my arms, my equipment, and myself.

I am an expert, and I am a professional.

**I stand ready to deploy, engage, and destroy the
enemies of the United States of America in
close combat.**

I am a guardian of freedom and the American way of life.

I am an American Soldier.

THE NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will, at all times, conduct myself so as to bring credit upon the Corps, the Military Service, and my country, regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers, and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking the appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, Noncommissioned Officers, leaders!

ARMY CIVILIAN CORPS CREED

I am an Army civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

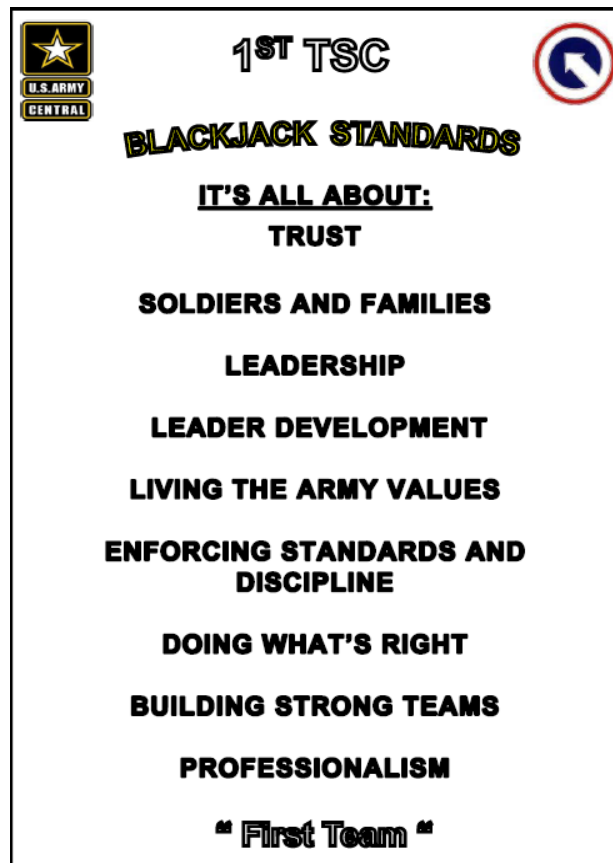
I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army civilian.

Command's Philosophy

There are five (5) key elements that we will base our philosophy upon:

- 1) *Mission Support...Always...This Is Why We Exist*
-Support First, Ask Question Later...Always Combat Ready
- 2) *Soldiers, Civilians & Families Are Our Focus...Leaders Take Care of Them*
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- 3) *Dignity & Respect For Every Member of The Team*
-No Weak Links
- 4) *Soldier, Civilian and Leader Discipline*
-Good Units Do All Things Right...Even When No one is looking
- 5) *Life is Short...Enjoy Your Job And Off-Time...But Do It Safety*
-Family And Friends Are Lifetime Investments



HISTORY OF THE 1st THEATER SUSTAINMENT COMMAND

Beginning

The 1st Logistical Command was activated as a planning headquarters in October 1950 at Fort McPherson, Georgia. During the Berlin Crisis of 1951, the new unit deployed to France to organize the Base Logistics Command, which was responsible for the supervision of seven depots and area port operations in western and southwestern France. On August 11, 1962, the 1st LC returned to the United States and was reassigned to III Corps at Fort Hood, Texas. Once at Fort Hood, the 1st LC resumed its training and participated in a wide range of logistical missions.

Vietnam

On April 1, 1965, the 1st LC deployed to Vietnam to serve as the logistics command headquarters for all units in the conflict. The mission included the provision and management of maintenance, supply and transportation. During the five-year tour, the command's ranks swelled to 50,000 and included three area support commands, numerous brigades and group sized units. Two Soldiers would distinguish themselves by earning the Congressional Medal of Honor. With five Meritorious Unit Commendations for its exceptional performance, the 1st Logistical Command redeployed to Fort Lee, Virginia and was re-designated the 1st Field Army Support Command on Dec. 7, 1970.

COSCOM & XVIII Airborne Corps

On June 22, 1972, the command was re-designated the 1st Corps Support Command (COSCOM) and reassigned to XVIII Airborne Corps, Fort Bragg, North Carolina. From 1972 until 2006, COSCOM deployed multiple times in support of disaster relief missions as well as the following operations:

Urgent Fury (1983)

Just Cause (1989)

Desert Shield/Desert Storm (1990)

Restore Hope (1993)

Uphold Democracy (1994)

Provide Refuge (1999)

Enduring Support

In 2006, the unit was re-designated the 1st Theater Sustainment Command and assigned to U.S. Army Central (USARCENT). Since this time, the 1st TSC has been perpetually deployed to the CENTCOM's Area of Responsibility (AOR). At any given time, members, sections, or entire formations of the 1st TSC are conducting deployed operations, preparing to deploy, training subordinate sustainment units to deploy, or resetting from a recent deployment. To support this rigorous operational

tempo, the 1st TSC has two headquarters – the Main Command Post (MCP) at Fort Knox, Ky and a forward-deployed Operational Command Post (OCP) at Camp Arifjan, Kuwait. It is the only TSC in the Army with this structure. Made up of nearly 10,000 military, civilian, and contractor personnel, the 1st TSC ensures warfighters have the supplies and transportation capabilities they need to accomplish their missions. A global sustainment provider, the 1st TSC supplies food, fuel, water, transportation, ammunition, building materials, and repair parts. Additionally, the 1st TSC manages the ports, flights, and customs points needed to keep people and equipment moving 24 hours a day, seven days a week. The 1st TSC also provides adjunct support in the areas of financial management, human resources, humanitarian aid distribution, host-nation engagements, and medical care for troops and civilians within the command. Soldiers with the 1st TSC are in the fight every day, moving what is needed throughout the 20 countries in U.S. Central Command's area of responsibility - spanning over six million square miles.

Unit Awards

Meritorious Unit Command Streamer embroidered VIETNAM 1965

Meritorious Unit Command Streamer embroidered VIETNAM 1966

Meritorious Unit Command Streamer embroidered VIETNAM 1967-1968

Meritorious Unit Command Streamer embroidered VIETNAM 1968-1970

Meritorious Unit Command Streamer embroidered SOUTHWEST ASIA 1990-1991

Meritorious Unit Command Streamer embroidered SOUTHWEST ASIA 2004-2005

Meritorious Unit Command Global War on Terrorism 2009-2010

Meritorious Unit Command Global War on Terrorism 2014-2014

1st THEATER SUSTAINMENT COMMAND MEDAL OF HONOR RECIPEINTS

SERGEANT WILLIAM W SEAY



Sergeant William W. Seay distinguished himself on 25 August 1968 while serving as a driver with the 62nd Transportation Company (Medium Truck), 7th Transportation Battalion, 48th Transportation Group on a resupply mission near Ap Nhi, Republic of Vietnam. He was traveling with a convoy carrying critically-needed ammunition and supplies from Long Binh to Tay Ninh.

The convoy was ambushed by a reinforced battalion of the North Vietnamese Army. As the main elements of the convoy entered the ambush kill zone, they were struck by intense rocket, machine gun, and automatic weapon fire from the well-concealed and entrenched enemy force. His convoy was forced to stop. Sergeant Seay immediately dismounted and took a defensive position behind the wheels of a vehicle loaded with high-explosive ammunition. As the violent North Vietnamese assault approached to within ten meters of the road, Sergeant Seay opened fire and killed two of the enemy. He then spotted a sniper in a tree approximately seventy-five meters to his front and killed him. An enemy grenade was then thrown under an ammunition trailer near his position. Without regard for his own safety, he left his protective cover, exposing himself to intense enemy fire, picked up the grenade, and threw it back to the North Vietnamese position. This act killed four more of the enemy and saved the lives of the men around him. Another enemy grenade landed approximately three meters from Sergeant Seay's position. Again, he left his covered position and threw the armed grenade back upon the assaulting enemy. After returning to his position, he was painfully wounded in the right wrist. However, Sergeant Seay continued to give encouragement and direction to his fellow Soldiers.

He moved to the relative cover of a shallow ditch. Here, he detected three enemy Soldiers who had penetrated the position and were preparing to fire on his comrades. Although weak from loss of blood and with his right hand immobilized, Sergeant Seay stood up and fired his rifle with his left hand. He killed all three of the North Vietnamese and saved the lives of the other men in his location. As a result of his heroic action, Sergeant Seay was mortally wounded by a sniper's bullet.

Sergeant Seay's conspicuous acts of gallantry and intrepidity in battle, at the cost of his own life, reflect great credit upon himself, his unit, and the United States Army

In honor of Sergeant Seay there is Seay field at Fort Bragg named after him.

SPECIALIST 4th CLASS LARRY DAHL



Sp4c. Dahl distinguished himself by conspicuous gallantry and intrepidity while serving as a machine gunner on a gun truck near An Khe, Binh Dinh Province.

The gun truck in which Sp4c. Dahl was riding was sent with 2 other gun trucks to assist in the defense of a convoy that had been ambushed by an enemy force. The gun trucks entered the battle zone and engaged the attacking enemy troops with a heavy volume of machine gun fire, causing a large number of casualties. After a brief period of intense fighting the attack subsided. As the gun trucks were preparing to return to their normal escort duties, an enemy hand grenade was thrown into the truck in which Sp4c. Dahl was riding. Instantly realizing the great danger, Sp4c. Dahl called a warning to his companions and threw himself directly onto the grenade. Through his indomitable courage, complete disregard for his safety, and profound concern for his fellow Soldiers, Sp4c. Dahl saved the lives of the other members of the truck crew while sacrificing his own.

Sp4c. Dahl's conspicuous gallantry, extraordinary heroism, and intrepidity at the cost of his life, above and beyond the call of duty, are in keeping with the highest traditions of the military service and reflect great credit on himself, his unit and the U.S. Army.

In honor of Sp4c. Dahl there is Dahl Gym at Fort Bragg named after him.

ABOUT BLACK JACK

The tradition of mules as mascots for the Army is said to date back to 1899, when an officer at the Philadelphia Quartermaster Depot decided that his team needed a mascot to counter the Navy goat. A pack animal was an appropriate choice to rival the goat, as the military's use of pack animals for transportation dates back to the Roman Empire. Throughout the early history of Army sustainment units, donkeys, mules and horses were critical for traversing rough terrain to deliver supplies, ammunition, equipment, and weapons. In the past couple of decades, there has been a revival in the Army's use of donkeys and other four-legged pack animals. For example, American service members use pack animals in the steep mountains of Afghanistan, where there are few passable roads, the air is thin, and HMMV and helicopters cannot operate. Because of their durability and sure-footedness, mules and donkeys can carry weapons and supplies in the untamed terrain. Additionally, the pack animals can take on the solemn duty of retrieving injured or dead Soldiers from hostile territory. The "Kicking Mule" became the official mascot of the Fort Bragg-based 12th Support Brigade in 1967 after the brigade commander spotted two mules who were housed in a battalion self-help shop. A few years later, COSCOM inherited the mascot when the command assumed the mission of the 12th SB. The 1st TSC continued the tradition by adopting the "Kicking Mule" as the official mascot. The 1st TSC's current living mascot, a miniature mule named Cpl. Jack "Huck" Blackjack assumed his duties in 2015 after the death of Staff Sgt. John Blackjack, who served his country as the 1st TSC mascot for 32 years under 19 different commanders. Both were donated by retired Air Force officer Col. Robert O. Wray and his wife, Roseanne. Cpl. Blackjack is a main fixture at all events and is adored by our Soldiers, Civilians, and Families. Blackjack is housed in Providence ranch in Simpsonville, Kentucky.



SHOULDER SLEEVE AND INSIGNIA

Shoulder Sleeve Insignia:



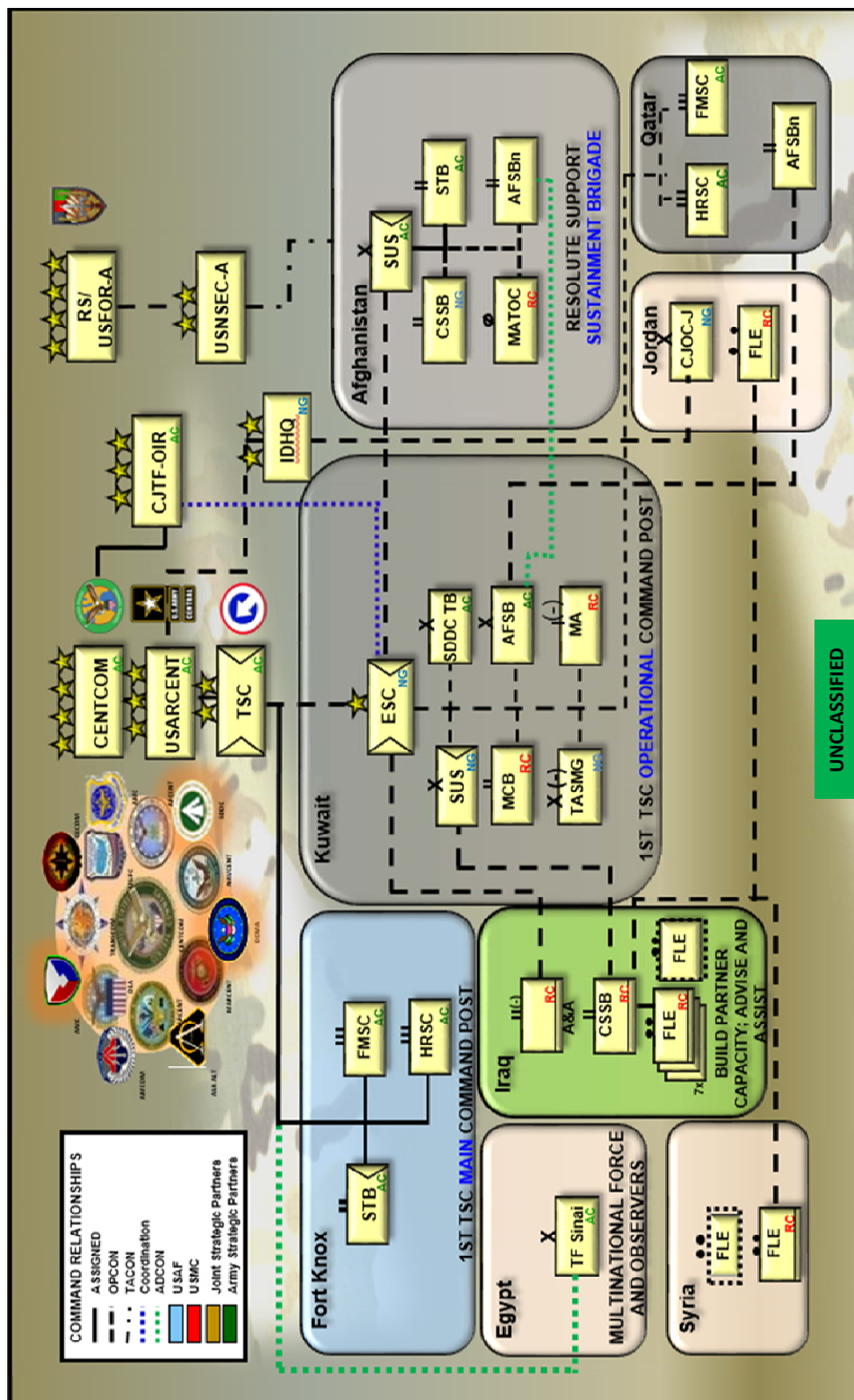
The 1st TSC patch was first approved by the Quartermaster General in May 1952. The patch is two inches in diameter with a red edge and a blue center. The white arrow on the patch points to what would be 10:30 on a clock to signify that the mission is always accomplished before the eleventh hour. The arrow represents the speed and efficiency of the command as it carries out its logistics mission.

Distinctive Unit Insignia:



The insignia was originally approved for the 1st Logistical Command in April 1968. The insignia is one and one-quarter inches in height and consists of a silver arrow that alludes to speed and effectiveness in fulfilling the unit's mission as well as combat capability. The blue, seven-pointed mullet is indicative of the seven continents of the world and refers to the ability of the command to serve in all areas.

TASK ORGANIZATION CHART



POLICY LETTERS

Policy Letter # 1 Open Door Policy

Policy Letter # 2 Sexual Harassment/Sexual Assault Response and Prevention

Policy Letter # 3 Equal Opportunity

Policy Letter # 4 Equal Employment Opportunity

Policy Letter # 5 Treatment of Persons (Prevention of Hazing and Bullying)

Policy Letter # 5b. Equal Opportunity (EO) Complaint Procedures

Policy Letter # 6 Health Promotion

Policy Letter # 7 Operations Security

Policy Letter # 8 Property Accountability

Policy Letter # 10 Safety and Occupational Health Program

Policy Letter # 11 Payday Activities and Blackjack training time

Policy Letter # 12 Physical Readiness Training

REFERENCE:

<https://army.deps.mil/Army/CMD5/1TSC/CMDGRP/SGS/Policies/Forms/AllItems.aspx>

SAFETY

General: It is every leader and Soldier's responsibility to help prevent accidents. Safe operations start with unit readiness. Readiness depends on the ability of a unit to perform its mission-essential task list (METL) to standard.

4 TYPES OF FAILURE

- 1) **Command failure:** Standards are not clear or do not exist
- 2) **Training failure:** Standards exist but are not known
- 3) **Leader failure:** Standards are not enforced
- 4) **Individual failure:** Standards are not followed

General Requirements:

1. Personnel will not operate Army motor vehicles unless properly licensed. Army motor vehicle sustainment and refresher training is the key to accident prevention.
2. Personnel and leaders will ensure vehicle operations are conducted IAW established standards, as applicable, including use of ground guides, convoy briefings, use of assistant drivers, and adherence to local highway rules and laws.
3. Seat belts will be worn at all times in Army motor vehicles. Equipment worn will be adjusted in order to accommodate use of the installed seatbelt system.
4. Personnel are responsible for knowing, understanding, and complying with the rules of the road and operating a vehicle safely in consideration of other motorists and pedestrians.
5. Never allow passengers to travel in the back of privately owned trucks or sport utility vehicles or non-tactical military vehicles unless they wear a manufacturer installed safety belt.
6. If an accident occurs, report details to the chain of command immediately. The chain of command will report accidents IAW AR 385-40.
7. Personnel who own or operate motorcycles are required to complete all mandatory motorcycle training and will adhere to the Personal protective clothing requirements detailed in Army Reg 385-10, DODI 6055.04 W/C2, Army Pam 385-10, Fort Knox Reg 385-10, and ALARCT Message 381/2011.

USE OF GOVERNMENT VEHICLES

1. Tactical Vehicles/Non Tactical: Vehicles will be dispatched and operated for official use only. Official use of vehicles is characterized as essential for the successful completion of a unit function, action, or operation. In general, the use of tactical vehicles for administrative missions should be discouraged as not being cost effective. However, the commander must use all resources available to accomplish the mission in the field and garrison. After the commander determines an administrative mission requires tactical vehicle support, the number and size of the vehicle(s) used must be commensurate with the mission. Personnel engaged in unauthorized use of government vehicles may be subject to prosecution under the UCMJ or administrative sanctions. The following will apply:

a. Movement of persons in tactical and non-tactical vehicles is prohibited over all or any part of the route between home and place of employment. This does not preclude movement of enlisted persons between troop billets and work areas.

b. Use of tactical and non-tactical vehicles for the conduct of personal business by service members, civilian employees, members of their Families, or official visitors is prohibited.

c. Uniforms for drivers and passengers should be consistent with the mission as authorized by the commander. When operating a tactical vehicle, the minimum uniform is ACH, Eye pro, and gloves. This will be a duty uniform IAW AR 670-1 and as authorized by the commander, unless specifically stated otherwise on the dispatch.

d. Shirt/OCP coat will be worn at all times while traveling in a transportation motor pool (TMP)/General Services Administration or military vehicle unless directed by a commander because of security concerns.

e. Authorized drivers for tactical and non-tactical vehicles are unit personnel only. Authorized passengers for vehicles are Department of Defense (DoD) personnel, military, or Civilian. Non-DoD Civilians may be transported when mission essential, as determined by the commander.

f. Tactical Troop Carrying vehicles are not authorized within the Army and Air Force Exchange Service (AAFES)/Commissary area. Tactical vehicles are authorized for use within the Garrison cantonment area, as determined by the commander. Vehicles must be generally free of mud and dirt.

2. Motor Vehicle Accident. If Personnel is involved in a traffic accident while driving a Government vehicle, Personnel must notify the chain of command and the military police; as well notify the Claims Division and Office of the Staff Judge Advocate. At a minimum, the Personnel must also complete a Standard Form 91, Motor Vehicle Accident Report, and submit it to the Claims Division within two duty days of the accident.

References: GSA Form 1627.

MILITARY CUSTOMS AND COURTESIES

1. General: A custom is an established usage; the essence of military courtesy is mutual respect. Courtesy among members of the Armed Forces is vital to maintain discipline. Military discipline is founded upon self-discipline, respect for properly constituted authority, and embracing a professional ethic with its supporting core values.

2. Salutes: The exchange of the salute is a visible sign of good discipline and mutual respect. Each salute will be rendered with a greeting and a response. The greeting will be the unit motto "**First Team** Sir/ Ma'am". The response to a salute will be the unit motto in return "**Patton's Own**". Saluting will ALWAYS occur, even in a field environment unless deemed a security risk by a local Commander.

3. Customs and Courtesies: When speaking to an officer, stand at the position of attention unless given the command of "At Ease". When speaking to or being addressed by a Noncommissioned Officer or an NCO of senior rank, stand at parade rest until ordered otherwise. When accompanying someone senior to you, walk to their immediate left.

4. Reveille: Reveille is at 0630 every morning. When in uniform, and not in formation, at the first note of reveille, face the flag (or in the direction of the music if the flag is not in view) and render the hand salute until the last note. When in civilian attire, face the flag and stand at attention until the last note. When in a vehicle, it is customary to pull over, park, exit and properly render honors as stated above.

5. Retreat and to the Colors: If in uniform, at the first note of retreat, face the flag and stand at the position of attention until the first note of "To the Colors" is heard and render the hand salute until the last note. When in civilian attire, at the first note, face the flag and stand at attention until the last note.

References: TC 3-21.5, DRILL AND CEREMONIES - 1 JAN 2012

AR 600-25, SALUTES, HONORS, AND VISITS OF COURTESY - 24 SEP 2004.

PERSONNEL CONDUCT

1. General: Standards of conduct for all service members and other Department of Defense (DOD) representatives should place loyalty to country, ethical principles, and law above personal gain and other interests. The performance of duties should be in keeping with the highest traditions of the U.S. Army and the United States of America.

2. Relationships between Soldiers of different ranks: Professional relationships between Soldiers are encouraged. Relationships between Officer, NCO, and Enlisted of different ranks that involve or give the appearance of partiality or preferential treatment or result in improper personal gain are prohibited. AR 600-20 and the Joint Ethics Regulation govern financial transactions between superiors and subordinates. Prohibited relationships include: Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. Ongoing business relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of ongoing financial or business relationship. Business relationships between NCOs and junior enlisted Soldiers that exist at the time this policy becomes effective and that were authorized under previously existing rules and regulations, are exempt provided the individuals are not in the same unit or chain of command.

3. On and Off Duty Conduct: All service members must be aware of the customs, cultural differences, and religious beliefs that influence values of the local communities in which they serve. At all times personal conduct on and off-post is subject to laws of the local community and the Uniform Code of Military Justice. When interacting with civilians or locals (when deployed), use common sense, sound judgement, courtesy, and respect as expected by professionals.

4. Command Authority: Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. Leaders have command authority when they fill positions requiring the direction and control of other members of the U.S. Armed Forces.

5. General Military Authority: General military authority is the authority extended to all service members to take action. It originates in the oath of office or oath of enlistment, laws, rank structure, traditions, and regulations. Leaders may exercise general military authority over service members from different units or branches of service.

References: FM 6-22, LEADER DEVELOPMENT – JUNE 2015.

ARMY ASSISTANCE PROGRAMS

Equal Opportunity:

IAW AR 600-20, all Soldiers have the right to be treated fairly without regard to their age, gender, race, religion, national origin, or ethnic background. Every unit has an equal opportunity (EO) representative. Soldiers who feel they have a valid complaint should contact their local EOA. (www.armyg1.army.mil/eo)

Sexual Harassment/ Assault Response Program (SHARP):

IAW AR 600-20, the Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program promotes a climate in which sexual assault, sexual harassment, or sexually offensive language or gestures are not tolerated. It provides sensitive care and confidential reporting for sexual assault victims and accountability for offenders. Soldiers who feel they have a valid complaint should contact their local SARC. (www.sexualassault.army.mil)

Comprehensive Soldiers and Family (CSF2):

As a key part of the Ready and Resilient Campaign, Comprehensive Soldier and Family Fitness (CSF2) is a long-term strategy that better prepares the Army community Soldiers, Family members, and Army Civilians to not only survive, but also thrive at a cognitive and behavioral level in the face of protracted warfare and the everyday challenges of Army life. The Army defines Resilience as "the mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn and grow from setbacks." The Resilience Training Model is a set of skills that build off of one another like a pyramid. We teach life skills that help with building strong relationships, mental toughness, and character strengths. These are skills that promote critical thinking, establish effective communication techniques, and reinforce problem solving skills. (www.usar.army.mil/Featured/Resources/master-resilience-training/)

Applied Suicide Intervention Skills Training (ASIST):

Teaching suicide first-aid to help a person at risk stay safe and seek further help as needed. Participants learn to use a suicide intervention model to identify persons with thoughts of suicide, seek a shared understanding of reasons for dying and living, develop a safe plan based upon a review of risk, be prepared to do follow-up, and become involved in suicide-safer community networks.

www.armyg1.army.mil/hr/suicide/training.asp)

Military and Family Life Counseling (MFLC):

The Military and Family Life Counseling Program supports service members, their families and survivors with non-medical counseling worldwide for a range of issues including: relationships, crisis intervention, stress management, grief, occupational and other individual and family issues. Support for these issues empowers individuals during the problem-solving process, increases individual and family competency and confidence in handling the stressors of military life, and ensures that issues do not impair operational readiness. Trained to work with the military community, military and family life counselors deliver valuable face-to-face counseling services, briefings and presentations to the military community both on and off the installation.

(www.mhngs.com/app/programsandservices/mflc_p)

NOTE: The 1st TSC MFLC representative is located in Fowler Hall, room 1A20.

SPONSORSHIP:

All transitioning service members and DoD civilians will be assigned a sponsor. The sponsor will be of the same rank or of one higher rank than the incoming Service Member. Sponsors should be the same sex, marital status, and MOS if applicable, of the service member or DoD civilian they are sponsoring. It is the sponsor's responsibility to ensure a smooth transition into the unit, and to get the Service Member and Family integrated into the community as soon as possible.

REFERENCES: AR 600-20, ARMY COMMAND POLICY – 6 NOV 2014

AR 350-53, COMPREHENSIVE SOLDIER AND FAMILY FITNESS – 19 JUNE 2014.

WEAR AND APPEARANCE – UNIFORMS

1. **General:** Basic appearance and wear of Army uniforms are outlined in AR 670-1 and DA Pam 670-1, Wear and Appearance of the Army Uniforms and Insignia and published ALARACTs.

2. **Army Physical Fitness Uniform (APFU):** Service members will wear the uniform IAW AR 670-1 and DA Pam 670-1.

Note: Reflective belt must always be worn over the right shoulder to the left hip any time the PT jacket is worn or snugly around the hips when the jacket is not worn. If required when deployed. When deployed it will be worn if required.

3. **Army Combat Uniform in Universal Camouflage Pattern (UCP), Operational Enduring Freedom Camouflage Pattern (OEF-CP), and Operational Camouflage Pattern (OCP):** Service members will wear uniforms IAW AR 670-1 and DA Pam 670-1 and ALARACT 085/2015 during the transition period ending 30 Sep 2019. Will be worn while conducting military operation on a military post, camp, base, or station.

4. **Army Service Uniform (ASU):** Service members will wear the ASU IAW AR 670-1 and DA Pam 670-1.

5. **Tactical Uniform:** When conducting training in tactical environments or deployed: Service members will wear, at a minimum:

a. Advanced Combat Helmet (ACH) with helmet band and NVG mount. (Helmet band will consist of the following which may be sewn:

1. LAST NAME in CAPITALIZED block letters worn on the front of your band and to the right of the NVG mount, or centered if no mount.

2. BATTLE ROSTER NUMBER (First initial first name, First initial last name, and last four of your DOD ID number, for example AB0123) in CAPITALIZED block letters and worn on the left side of the band.

b. Improved Outer Tactical Vest (IOTV): Worn with rank and name tape. Service members will have their ballistic inserts and plates inserted. Magazine pouches will be worn centered on the vest and placed high or low depending on the individual, and the Improved First Aid Kit (IFAK) on either side depending on the individual.

c. Water source: Canteens or Camelbak.

d. Gloves: Any military issued or approved gloves or commercial gloves (black, UCP/ OCP, OD Green, desert tan) without logos are authorized for wear during inclement weather, field training and tactical operations.

e. Eye Protection: Service members are authorized to wear any eye protection on the Authorized Protective Eyewear List (APEL)

f. Hearing Protection: Issued or approved hearing protection.

g. The subdued flag will be worn.

Note: At Commanders discretion knee pads, elbow pads, groin/deltoid protector will be worn.

6. TDY Uniform: Personnel traveling on Air Mobility Command and non-Air Mobility Command flights on permanent change of station orders, temporary duty (TDY), emergency leave, or space-available flights are authorized to wear civilian clothes. Personnel must ensure that the clothing worn is appropriate for the occasion and reflects positively on the Army. Personnel traveling will ensure that their clothing is culturally appropriate for the AOR. DoD personnel must travel in conservative “civilian” clothing and maintain a low profile when on non-contract commercial flights. Military themed patches, logos, name tapes and military style (camouflaged/olive drab/coyote) luggage and clothing should not be worn.

NOTE: Service Members are prohibited from wearing ACUs, OCPs, UCPs of any pattern, in the gyms of Fort Knox. Individuals who wish to work out must change into athletic attire prior to but, are allowed to change into ACUs afterwards but must leave the facility soon after.

NOTE: ID tags and Army Values tags will be worn at all times when on duty.

References: AR 670-1, WEAR AND APPEARANCE ARMY UNIFORMS AND INSIGNIA - 25 MAY 2017 DA PAM 670-1, GUIDE TO THE WEAR AND APPEARANCE OF ARMY UNIFORMS AND INSIGNIA - 25 MAY 2017.

SUMMER APFU



WINTER APFU



OCP



TACTICAL UNIFORM



PHYSICAL READINESS TRAINING (PRT)

1. **General:** The physical fitness program is of high significance to the 1st TSC Commanding General. The physical fitness program is directly related to the organizations overall readiness and has a direct impact on the combat effectiveness of the 1st TSC. The highest level of physical readiness will be acquired by ensuring that the program is precise, progressive, and integrated with the exercises and activities that will promote the physical capabilities of the troops in the 1st TSC to execute the organizations mission essential tasks. PRT will be conducted even when in austere environment.

2. **Performance:** In accordance with 1st TSC Policy #12, all Soldiers will participate in either collective or individual 60 minute daily PRT sessions five times per week.

a. All sessions will include warm up, exercises/drills/activities, and cool down that have been approved by a Master Fitness Trainer.

b. PRT time is 0630 to 0730 for the MCP. This time will be protected.

c. AR 600-9 is the standard for conduct of the Army Body Composition Program (ABCP).

3. **APFT:** In accordance with AR 350-1, the APFT will be administered for record at least twice a year.

4. **Unit Goals:** The Soldiers in 1st TSC must remain physically fit and ready to deploy at any time. Physical readiness includes being physically fit and current on APFT, height and weight standards.

References: FM 7-22, ARMY PHYSICAL READINESS TRAINING - 26 OCT 2012
AR 600-9, ARMY BODY COMPOSITION PROGRAM - 28 JUN 2013

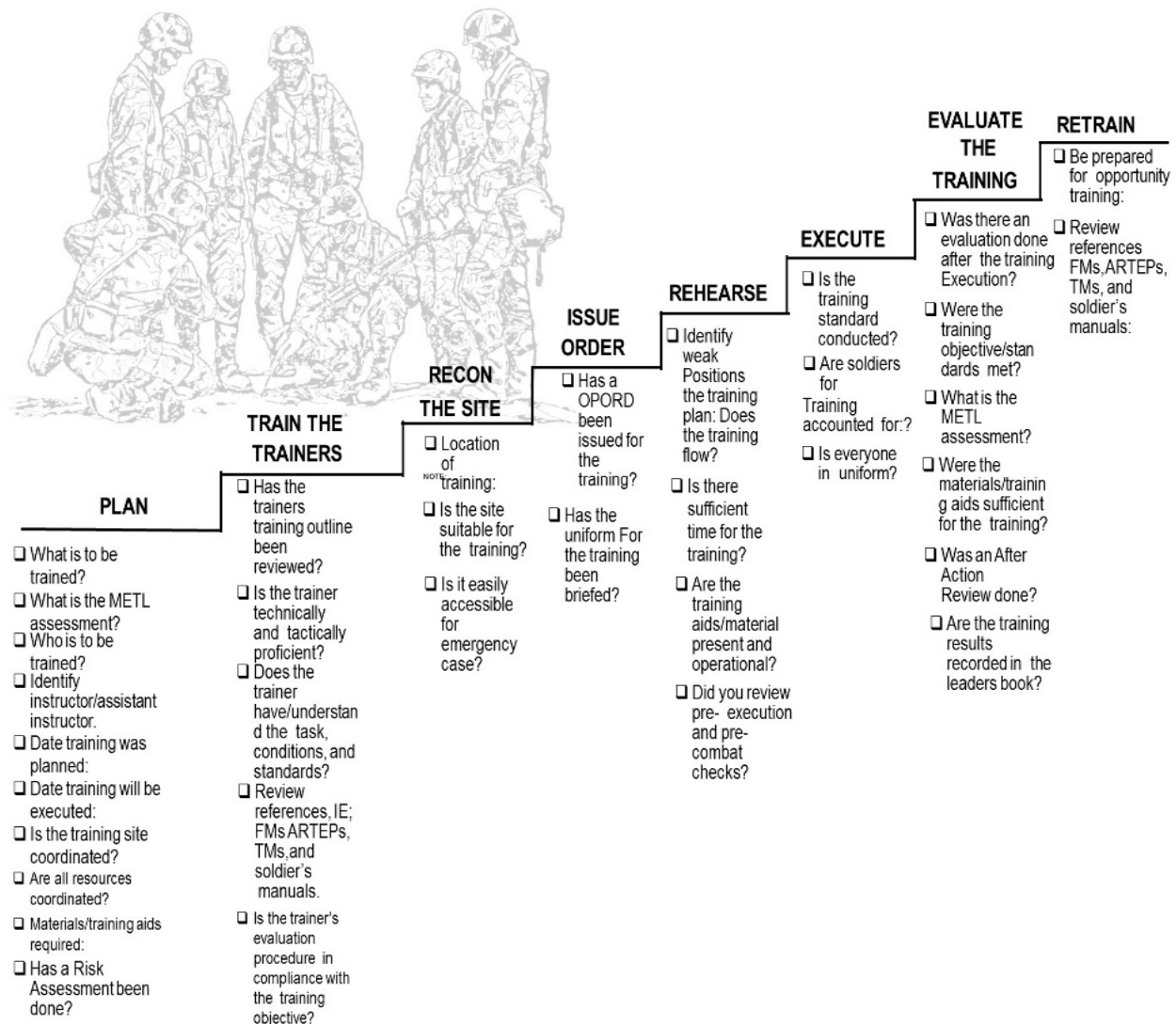
POLICY LETTER 12

BLACK JACK TRAINING TIME (Fort Knox only)

1. **General:** Provide all Soldiers, NCOs, and Officers with training directly related to the organizations overall readiness with a direct impact on increasing the combat effectiveness of the 1st TSC. Training will be conducted utilizing the unit's Mission Essential Task List (METL) with focus on Warrior Tasks Battle Drills (WTBD) individual and collective tasks, incorporating skill levels one through four. Leaders at all levels will ensure maximum participation with regards to duty and manning requirements.
2. **Performance:** Training will be scheduled in advance and clear guidance will be given as to the Task, Purpose, and Standard. Training will be conducted IAW AR 350-1, FM 7-0, STP 21-1-SMCT, and STP 21-24.
3. **Schedules:** Training will be conducted Thursdays from 0900-1200 and may incorporate PRT depending on the current training task. One Thursday per month will be dedicated to Low Density MOS training/Staff Level Strategic training. All training will be conducted to standard not time and may be extended to meet training objectives.
4. **Execution:** Individuals tasked with providing training will present the Task(s), Condition(s), and Standard(s) in a clear manner. Tasked individuals will be responsible for securing the training site and arranging any required training aids, devices, and simulators. Notification of the uniform and any required individual equipment will be published on the weekly training schedule. All personnel in attendance will be attentive to the instructor(s).

8 STEP TRAINING MODEL

Developed by U.S. Army Europe in the mid-1990s, this technique is a proven method of preparation for units and leaders. It is not a formal part of the Army's doctrine, but it is worth reviewing, using FM 7-0, *Training Units and Developing Leaders for Full Spectrum Operations*, as a doctrinal anchor.



TROOP LEADING PROCEDURES (TLPs)

Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. TLP are used by commanders and leaders without a staff. These procedures enable leaders to maximize available planning time while developing effective plans and preparing their units for an operation. Like the MDMP, troop leading procedures consist of a series of steps:

- Step 1 – Receive the mission
- Step 2 – Issue a warning order
- Step 3 – Make a tentative plan
- Step 4 – Initiate movement
- Step 5 – Conduct reconnaissance
- Step 6 – Complete the plan
- Step 7 – Issue the order
- Step 8 – Supervise and refine the plan

NOTE: The sequence of the steps of troop leading procedures is not rigid. Leaders modify them as required. Higher headquarters issue frequent warning orders to optimize available time for subordinates to conduct their TLP.

References: ADP 5-0, THE OPERATIONS PROCESS - 17 MAY 2012

HELPFUL INFORMATION

FORT KNOX, KY

Ambulance, Fire, Military Police	911
Military Police Desk Sergeant	DSN: 464-2111 Commercial:502-624-2111
Installation Operations Center (IOC)	DSN 464-2707 Commercial: 502 624-2707
Red Cross	DSN: 464-2163 Commercial 502 624-2163
Ft. Knox SHARP	502 851-3779
Ft. Knox Hotline	502 624-KNOX (5669)
Ft. Knox road conditions	502 624-4328
1 st TSC Staff Duty	502 626-8515

CAMP ARIFJAN, KU

Ambulance, Fire, Military Police	318-430-1343
Military Police Desk Sergeant	318-430-1549
Installation Operations Center (IOC)	318-430-2159/2122
Red Cross	318-430-4444/4445/6179
Camp Arifjan SHARP	318-430-2728
Camp Arifjan road conditions	318-889-7209
1 st TSC SOC	318-480-3440

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