



THE TAJI TIMES

Supporting the Rock in Southwest Asia



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87th CSB leads DSB in retention

By Sgt. 1st Class Peter Chadwick
Division Support Brigade PAO

CAMP TAJI, Iraq – “It’s every leader’s job,” said Sgt. 1st Class José A. Urbáez, the career counselor for the 87th Corps Support Battalion.

All leaders should be involved in retention of our force if they believe in the volunteer Army, said the Dominican Republic native.

On point with the Army’s retention program, Urbáez’ Division Support Brigade unit is leading a calculated charge at keeping good Soldiers in boots here.

DSB is second only to the Aviation Brigade for the most reenlistments in the 3rd Infantry Division for Operation Iraqi Freedom III, said Master Sgt. Robert D. Morris, Division Support Brigade reenlistment noncommissioned officer.



Photo by Sgt. 1st Class Peter Chadwick

Spc. Sheldon P. Nicholas, a turret mechanic with 226th QM, performs tests at the Armament Shop here. Nicholas will be reenlisting for stabilization and the school option.



Photo by Sgt. 1st Class Peter Chadwick

Spc. Tameika M. Francois, a logistics supply specialist with the 226th Quartermaster Company, inventories ammunition. Francois recently reenlisted to finish her 8-year commitment as an active duty Soldier

cer.

Morris said the DSB reenlistment percentage in the second quarter mission, from January to March, ended in 260 percent. The brigade’s mission was for 50 Soldiers, they reenlisted 130.

Since April, the support unit has retained in excess of 550 Soldiers, said Morris, whose home is in Ludowici, Ga. By the end of their deployment to OIF III, DSB is looking forward to retaining 904 Soldiers to cover their total mission. But the 87th CSB, nicknamed “Base Warriors,” doesn’t seem to be satisfied with just making mission.

Urbáez said his battalion has already made its retention mission in one category and over produced in another. The battalion is at 100 percent for mid-career and 114 percent for Soldiers at the career level.

A mid-career Soldier has reenlisted at least once, and has 10 or fewer years in service at the time of their current end term of service, said Morris. A careerist has served 10 or more years at their ETS date.

The 87th CSB is at 78 percent for initial term Soldier reenlistment.

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The Command Corner



Col. Brian R. Layer
Commander

Stories I tell friends

The following words mean everything to an American Soldier.

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.

What more could the Nation ask of us than to fulfill the promise of *The Soldier's Creed*? But often we forget that this creed isn't some protective gear we put on for battle and discard when we return to the FOB. The Soldier's Creed describes our character.

To us, it not only means, "I will never leave a fallen comrade," it demands that we "never let a comrade fall," In other words, we have a duty to keep our battle buddy in the fight.

Everyday I see soldiers leave our ranks for preventable reasons, reasons that a dedicated battle buddy could have prevented.

So when you see your battle buddies start to slip, step in before they fall.



Command Sgt. Maj. Edward T. Brooks
Brigade Sergeant Major

Heart of the Rock!

As I continue to visit Soldiers of the Division Support Brigade supporting Operation Iraqi Freedom III, I'm continually amazed and proud of the numbers of positive projects and contributions going on within the Baghdad Area of Operation. You are providing fuel, maintenance, ammunition and Class IX repair parts as well as supporting local schools and giving the Iraqi people the confidence that, together, the war on terrorism can be won. It is a privilege to be part of the most prestigious organization in the world. The Army was built on strong values and beliefs. Subsequently, the NCO Creed is an important part of those values. Being a Noncommissioned Officer is more than appearing before a local promotion board or being selected by a DA centralized promotion board. It is about living and breathing our creed and making the tough decisions. Continue to know your Soldiers so you are able to assist with maximizing their strengths and improving their deficiencies. More than ever, your Soldiers need to be informed. I believe our Soldiers expect their mission to be tough and dangerous at times. Importantly, we must remember "All Soldiers are entitled to outstanding leadership; I will provide that leadership." They are willing to sacrifice their all, including their life, in making Iraq a democratic society. If your Soldiers' job takes them off the FOB, I highly recommend you accompany them from time to time. Soldiers will obey orders of the officers appointed over them, but you will gain their respect if you are willing to endure some of their dangers and show you "place their needs above your own." There is not one mission completed without Soldiers. They need our leadership throughout these missions. Continue to be there for your Soldiers, leaders, and the fellow comrades of our "time honored corps." NCOs remember that you are "the Backbone of the Army."

A single twig breaks, but a bundle of twigs is strong — Tecumseh

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Re-up, from Pg. 1

Impressively, the 92nd Engineer Battalion, a DSB unit currently detached to the 36th Engineer Group, actually has a better percentage than the 87th, but is on a mission for fewer numbers. When it comes to pure numbers, the 87th is the leader, said Morris. The support battalion has 259 reenlistments comparable to the strong reenlistment efforts of the engineers who count 149 respectively.

"We're not even including the 104th Transportation Company," said Lt. Col. Steve E. Lambert, the Base Warriors' battalion commander. The 104th is attached to his battalion just for this deployment.

Morris said there are several tenet units, like the 104th, attached to the DSB that the career counselors are more than happy to assist, but they don't count toward their mission. The mission comes to the units from the Department of the Army based on the eligible Soldiers versus the needs of the Army, said Morris. Everything is on a fair share basis.

Morris said DA first calculates what the Army end strength needs will be at the end of the fiscal year in September, factoring in possible losses like retirement, and then backward plans from there. The mission requirements are passed down through each level of command.

It goes from Corps to division, division to battalion and so on until each commander down to the company level is given their retention mission.

"It is the commander's program," said Morris.

Morris said the strength of the retention program reflects the chain of command.

"We have a strong chain of command support," said Urbáez. "All the way from the colonel and command sergeant major down to the platoon sergeants and platoon leaders."

Capt. James E. Gannon, commander 94th Maintenance Company, 87th CSB, recognizes how important the leaders at the platoon and shop level

"They influence the people who work for them," said the Richland, Wash., native whose company is at an astounding 400 percent for careerist reenlistment.

"I don't think we have a secret recipe," said Gannon, whose unit is nicknamed the "Hard Chargers."

Gannon said retaining good Soldiers starts with the daily operations of the unit.

There's a lot of good going on every day, said Gannon. The supervisors make sure people feel appreciated for their efforts.



Capt. James E. Gannon, left, with Staff Sgt. Andrew Eisensmith after performing his reenlistment.

Gannon has pictures of Soldiers who were selected as the "Hard Charger of the week" posted on his door. Just one way of making sure the members of his company are recognized.

Gannon said it's important that the leaders know their Soldiers. Do they enjoy their work? Do they feel they make a difference?

Spc. Sheldon P. Nicholas, a turret mechanic with the Hard Chargers is certain he makes a difference.

"I'm pretty good at what I do," said Nicholas, with self assurance and confidence.

Nicholas said one of the combat vehicles he works on is the M-1 Abrams Main Battle Tank.

It's a pretty awesome machine, said Nicholas, who currently resides in Hinesville, Ga. That tank is a number one priority. If it's broken down, I need to get it out on the road as fast as possible and keep it mission capable. Nicholas plans to reenlist in the next couple of weeks.

There are some five to six Soldiers who have already completed their packets and will reenlist in the next week or so, said Urbáez.

In addition, Urbáez said, there are other Soldiers waiting for assignments. One of the reenlistment options is a new duty station. The process involves a request sent forward to DA. These Soldiers are waiting to see if their requested new assignment is available. However, some Soldiers chose not to change duty stations.

Nicholas said he is reenlisting for stabilization at Fort Stewart with the school option.

Many Soldiers reenlist for Fort Stewart because of the school incentive. They get approximately six months of college while on active duty, said Urbáez. The school option is the 3rd infantry Division commanding general's program.

"The benefit to the Army is a better educated Soldier," said Urbáez. "The benefit to the Soldier is more education and promotion points."

Nicholas, who just made the cut-off for sergeant, wanted the stabilization for his wife and children.

"I want to provide for my family," said Nicholas.

He will also be getting a cash bonus to help take care of his family.

Urbáez said 104 of 114 Soldiers reenlisting received a bonus. The bonuses average at about \$10,000. It's a good incentive.

But it's not always the primary incentive.

Voluntarily, Spc. Tameika M. Francois, a logistics supply specialist with the Hard Chargers, said the bonus wasn't a factor for her.

"I wanted to finish out my eight year term," said the New Orleans, La., native.

Whether the Soldier wants to complete their commitment, increase their education or continue to serve the Army in an occupation they love, unit career counselors are working with unit leaders to ensure each Soldier has the opportunity to reach their goals.

'Five Cs' simplify IED fight

By Staff Sgt. Mark St.Clair
Multi-National Corps – Iraq Public Affairs Office

CAMP VICTORY, Iraq – Five potentially life-saving words are being driven home to Coalition service members and civilians throughout the Operation Iraqi Freedom theater.

Confirm, clear, call, cordon, and control are the "Five Cs" that represent a simple set of guidelines that Coalition forces can and should use when encountering a suspected improvised explosive device. "The reason we teach the Five Cs is because they make an easy to remember guide for (service members) to follow if they suspect or find an IED," said Alex Szigedi, operations officer, Joint Improvised Explosive Device Defeat Task Force, Camp Victory.

Using methods like the Five Cs simplifies IED awareness and "helps in the decision-making process, helping it become second-nature. They're also on the IED Smart Card," said Lt. Col. Ted Martin, chief, JIEDDTF. The IED Smart Card is produced by the Victory-based IED Working Group.

The IED Working Group, led by British Maj. Gen. Mark Mans, MNC-I deputy commander, meets weekly. Liaisons from major subordinate ground units, information operations delegates, ordnance-destruction contractors and others come together to discuss advances being made in the IED fight, changes in insurgent tactics and the most important issue: how to get valuable information down to where it matters -- the troops on the ground.

"We'd never encountered anything like (IEDs) on the battlefield, and we're not shy about going to people with expertise," said Lt. Col. Ted Martin, chief, JIEDDTF. Some of the "people with expertise" have been Coalition soldiers in the British army, who have been dealing with IEDs in theaters like Northern Ireland for years. The British used a Four-C model to counter IEDs in the past, and Coalition forces in Iraq used that as a framework and adapted it to the present fight, said Martin.

Confirm

The first step when encountering a suspected IED is confirming its existence. If service members suspect an IED while performing 5- and 25-meter searches of their positions, they should act like it could detonate at any moment, even if the suspected IED turns out to be a false alarm. Using as few people as possible, troops should begin looking for telltale signs of IEDs – like wires or pieces of ordnance sticking out of the ground. As Martin said, "There's no place like Iraq when it comes to ammunition on the ground." So what looks like an IED may be a piece of unexploded ordnance but it should be treated like an IED until it is determined that it's not.

While searching, troops should try to stay as safe as possible, using anything available for protection. If a better view is needed while searching, soldiers should move as safely as possible while maintaining as much distance as they can from the suspected IED to continue searching. Rifle scopes, binoculars and even cameras can be used to search from a safer distance. It also may be helpful to ask local Iraqis for information, but troops should never ask them to search too. Personnel should never try to touch a suspected IED and should

(Continued, see IED, Pg. 5)

Use the five C's to secure an IED site.

Confirm : the device

Clear : the area

Call : EOD

Cordon : the perimeter

Control : site access



IED, from Pg. 4

never try to do the job explosive ordnance disposal technicians are specially trained to do.

Clear

If an IED has been confirmed, the next step is to clear the area. The safe distance is determined by several factors: the tactical situation, avoiding being predictable and moving several hundred meters away from the IED. Everyone within the safe distance should be evacuated. If more room is needed, such as when the IED is vehicle-borne, soldiers should clear a wider area and constantly direct people out of the danger area. The only people going near the IED should be those who are there to diffuse it, such as EOD personnel. While clearing the area, soldiers should constantly be on the lookout for secondary IEDs. If any such devices are found, they should reposition to a safe area and report the find to the ranking service member on the scene. Soldiers should try not to set patterns while performing clearing procedures, so the enemy will not be able to learn from our tactics and techniques. By not setting patterns and monitoring non-Coalition personnel watching the situation, troops are better protected.

Call

While the area surrounding the IED is being cleared, a nine-line IED/UXO report should be called in. The report is much like the nine-line report used for medically evacuating casualties, and includes the necessary information for the unit's Tactical Operations Center (TOC) to assess the situation and prepare an appropriate response to clear the IED as the threat.

Cordon

After the area has been cleared and the IED has been called in, Soldiers should establish blocking positions around the area to prevent vehicle and foot traffic from approaching the IED; make sure the safe area is truly safe by checking for secondary IEDs; and make use of all available cover. The effected area's entire perimeter should be secured and dominated by all available personnel, and any available obstacles should be used to block vehicle approach routes. Troops should scan both near and far and look for an enemy who may be watching and waiting to detonate the IED. Insurgents often hide in locations where they can see the device and ascertain the right moment to detonate. Personnel should randomly check people leaving the area to deter attacks,

again avoiding setting patterns. Establishing obstacles to control approaches to security positions is another tactic the JIEDDTF stresses, since insurgents may try to attack local security forces using a vehicle-borne IED.

Control

Since the distance of all personnel from the IED directly affects their safety, service members should control the site to prevent someone from straying dangerously close to the IED until it is cleared. The task force stresses that no one should leave the area until EOD gives the "all clear." While controlling the site, make sure all the troops in the area know what to do if attacked with small arms or rocket-propelled grenades.

If troops are a part of a patrol or convoy that finds an IED, they should remember the Five Cs in order to deal with the situation as quickly and safely as possible. An IED that is found is still an IED attack, said the JIEDDTF. By finding the IED, it's the enemy's attack that has been disrupted.

"(The Five Cs) reinforce IED awareness and training. It's a checklist that helps you think; it's a common-sense thing ... to help people remember the proper steps when encountering an IED, said Szigedi.

MAINTAINING THE LINE

By 1st Lt. Matthew Lann,
226TH QM Company

The 226th Quartermaster Company's Petroleum Oil and Lubricants platoon took over the 27TH Main Support Battalion, 1st Cavalry Division fuel push in late February of this year and is still going strong. It pushes Jet Propulsion fuel, type 8, to various bases throughout the greater Baghdad area of operations. To date, the POL platoon has received more than 2,000,000 gallons of JP-8 fuel and has issued nearly all of it to its customer units on various logistical bases. The platoon uses the tanker-to-tanker and/or tanker-to-bag technique. The "fuelers" account for over 80 missions that took them over 40,000 miles of the most dangerous routes in Baghdad.

The POL soldiers know the importance of their job and are dedicated to bringing all their resources to play in this important mission. Each

(Continued, see Fuel, Pg. 8)



Members of the POL Platoon, 226th Quartermaster Company, gather for a pre-convoy briefing. The "fuelers" take their motto, "Maintain the Line" very seriously as they provide JP-8 to various locations throughout the 3rd Infantry Division area of operation.

Equal Opportunity Focus



by SFC Tanya Toussaint
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Equal Opportunity...

the Heart of Readiness!

Discrimination awareness

There are five categories of discrimination dealing with Equal Opportunity: racial discrimination, gender discrimination, religious discrimination, national origin discrimination and color discrimination.

Racial, color, and national origin discrimination include any action or attitude of a person, group, or institutional structure which subordinates a person or group because of his or her color or ethnic background.

Gender discrimination occurs when individuals receive different treatment because they are male or female.

Religious discrimination is any action, intended or unintended, that unlawfully or unjustly results in unequal treatment of persons or groups based on religion, and those distinctions are not supported by legal or rational considerations.

Discriminatory behavior can create a hostile work environment and ultimately destroy unit cohesiveness.

The above mentioned discriminations are contrary to the Army Values.

Under no circumstances are these types of behavior tolerated... **Zero tolerance IAW AR 600-20, chapters 6 and local policies.**

It is everyone's responsibility to report/correct any incidents of sexual discrimination.

In addition, any person in a supervisory or command position who uses or condones these types or behavior is engaging in discrimination.



Photo by Sgt. 1st Class Peter Chadwick

CAMP TAJI, Iraq — Capt. Jennifer R. Cave, right, returns the Headquarters and Headquarters Company, Division Support Brigade, guidon to 1st Sgt. William A. Payne after taking command as Lt. Col Ron Long looks on in a ceremony July 1, here. Capt. Ryan J. Ussery relinquished command after 18 months. Ussery took the "Warhorse" company through the transformation from supporting a division support command to the new support unit of action configuration.

Baby Parade

Congratulations to the new parents in the Heart of the Rock!

If you have had a new arrival since coming to Camp Taji, contact Sgt. 1st Class Chadwick at peter.chadwick@us.army.mil or Capt. Wright at davie.wright@us.army.mil
Don't forget the photo and vital statistics



Maya Elizabeth, born June 5, at 6 lbs, 13 oz. and 21 inches long, to Spc. Sheldon P. and Valli Nicholas

Health Tips

PREVENTIVE MEDICINE
'CONSERVING THE FIGHTING STRENGTH'

By Capt. Randolph A. Leon-Pieve
Preventive Medicine OIC

What is fecal matter?

Fecal matter, or "stool," is simply bodily waste left over from digestion in humans or animals. It can be odorous and unpleasant, but actually contains mostly water, undigested food residue or fiber (similar to rotten vegetables), salts, gas and bacteria. Most of the bacteria in fecal matter are "good bacteria" that help digest the food. However, a sick animal or human can harbor harmful bacteria, viruses, or parasites and pass them in their stool. Also, animals and humans that are not outwardly sick can still carry these illness-causing organisms called "pathogens," and excrete them into the environment. When they are excreted, they then become available for other

people/animals to contact and perhaps become ill. However, many factors play a role in whether this will happen. The illness-causing organisms in feces survive best in the warm moist environment found inside the body. When feces are excreted, the harsh environment outside the body limits how long illness-causing organisms in the feces can survive. Here in Iraq, the high air temperature, low humidity and strong ultraviolet light in sunshine are especially deadly to these organisms. Fresh stool will have the greatest number of these types of living organisms. As the stool gets older and dries out, there will be fewer, if any.

If I come into contact with fecal matter make, will it make me sick?

The most likely way to become ill from stool is through inadvertent ingestion. This most commonly happens when people accidentally touch fresh stool, and then handle food that they are eating or put their fingers in or around their mouth. Illness-causing organisms from stool can enter

supplies and be swallowed. Disease can also spread directly from one ill person to another (e.g. **through contact with dirty hands**). Fresh stool is wet and heavy and is unlikely to become airborne and breathed in, unless it is done purposefully (e.g. sprayed). Older, dried or drying stool can become airborne because of wind, by intentionally mixing it in order to help it dry or turn into compost, or even by spraying it on fields for fertilizer. However, as stool gets older and dries, any illness-causing organisms immediately begin to die. Illness-causing organisms in stool die even more rapidly when they are made airborne, because they are more vulnerable to heat, the rays of sunlight, and low humidity. Breathing in airborne dust, even if it contains old, dried stool (human or animal stool not equal to bird guano) is unlikely to lead to illness. Studies have been done near sewage treatment plants or where sludge or compost is spread, sprayed or

water (Continued, see Health, Pg. 8)

From the Pulpit

Chaplain (Capt.) Hoffman
Division Support Brigade Chaplain

I am going to confess. My favorite baseball team is the Texas Rangers. I saw the game Nolan Ryan gave Robin Ventura a noogie. It was funny; the pitch was too close and Ventura ran out to the mound. This young baseball star charged this very senior retiring pitcher. Nolan put Robin in a head lock and it looked like he gave him a noogie. I was there when they opened The Ball Park at Arlington (Strange Name). I sat through a night time double header. If the Rangers were on I watched them.

One of the things that I love about the game is the set of standards. The game has remained virtually unchanged for many years. Games can be fast or slow based on the players. The past has as much value as the present. The league still uses wooden bats to ensure new players would not have an advantage over the current record holders.

However, in recent years the game has suffered. We have seen the performance enhancing drug scandal and gambling issues. The issue on both has to do with the re-

ords and standards of baseball. When people use performance enhancing drugs they can hit farther and run faster. They are cheating to win. Without standards chaos sets in. As a result, Major League Baseball has been forced to establish new guidelines and standards, such as publicly banning people from the game for violations.

Following standards is nothing new. God has asked his followers to adhere to very simple rules: love Him and love each other. God gives blessings to those who follow him. In the book of Joshua, God commanded the Israelites to take the city of Jericho and destroy it completely; everything in the city was to be given to God in an offering.

Guess what!!! I bet you know what I will say next; someone kept things for himself. Well, you are right, his name is Achan. He buried it under his tent. You know what he thought "no one will ever know" and "who was it hurting?" He was focused on what he thought the standard should have been.

God was very angry about this act of disobedience and lack of faith. He disciplined the Israelites at the battle of Ai. They lost miserably. God revealed Achan's sin. Achan threw his life away for a few valuables and the Israelites suffered for his wrong doing.

We are at mid-point in our tour. At this point it is easy to relax the standards. Keep your guard up. Hoffman



Photos by Sgt. 1st Class Peter Chadwick

CAMP TAJI, Iraq — Pfc. Renata I. Singletary, left picture, and Pfc. Fatima L. Miller, both food service specialists with Headquarters and Headquarters Company, Brigade Troops Battalion, Division Support Brigade, receive certificates of achievement from Lt. Col. Ron Long June 27 at Dining Facility 1, here. Singletary, an Englewood, N.J. native, earned “Cook of the Quarter” recognition for the 3rd quarter. Miller, her roommate who hails from Augusta, Ga., was the first runner-up. Miller said they studied for their board together. Chief Warrant Officer Eunice Buffington said the “board” program is to keep the food service Soldiers sharp and help prepare them for future noncommissioned officer boards.

Fuel, from Pg. 5 individual Soldier in POL enjoys what he or she is doing and would not settle for anything less than mission accomplishment. “The missions give us a feeling of distinction; we know that what we do is unique,” said Spc. Christopher L. King, a fueller who comes from Panama City, Florida. “It helps us stick together as a platoon.”

All the soldiers enjoy supporting the 3rd Infantry Division and its mission in Iraq despite all types of potential threats, said Sgt. 1st Class Kerrick M. Loyd from Jonesboro, Louisiana. “We deliver. It’s our job and we are proud to do it.” The platoon’s morale is extremely high. Therefore, they continue to execute the rigorous challenge of keeping the division Soldiers fueled. Maintaining the line, the members of the POL platoon stand tall among fellow comrades with earned respect as they share both risk and the esprit de corps of mission accomplishment. The 226 QM POL platoon maintains the line.

Health, from Pg. 7

mixed, and therefore mechanically “thrown into the air”. These study results showed that live organisms from such sources cannot usually be measured beyond a few hundred meters from the source. Even organisms that were not in the original were not measured beyond a few hundred meters from the source. Communities around these sources have been studied and they do not show increased illness.

What can I do to protect myself?

Even workers who directly handle sewage, compost or sludge are unlikely to become ill from breathing them in, except under rare, extreme circumstances. Since Iraq may present more opportunities to contact disease-causing materials, it is important that good personal hygiene be practiced in order to protect yourself. It is well known that frequent hand-washing and other simple hygienic techniques for personal hygiene as well as food and sanitation, go a long way in preventing disease. Here in Camp Taji, preventive medicine personnel are involved in protecting the service member by setting up good public health practices and enforcing them. When circumstances warrant, when conditions are extremely bad, or when the service member is very concerned a dust mask (e.g., surgical mask) of some type can provide some protection. If you have any preventive medicine question or concern contact us at 242-6100 or visit us, our office is located in building 562. Remember.... Prevention is the Key.....

Send the Taji Times Home

From:

**FREE
MAIL**

To:

The Taji Times is on the internet at www.stewart.mil under Division Support Brigade