



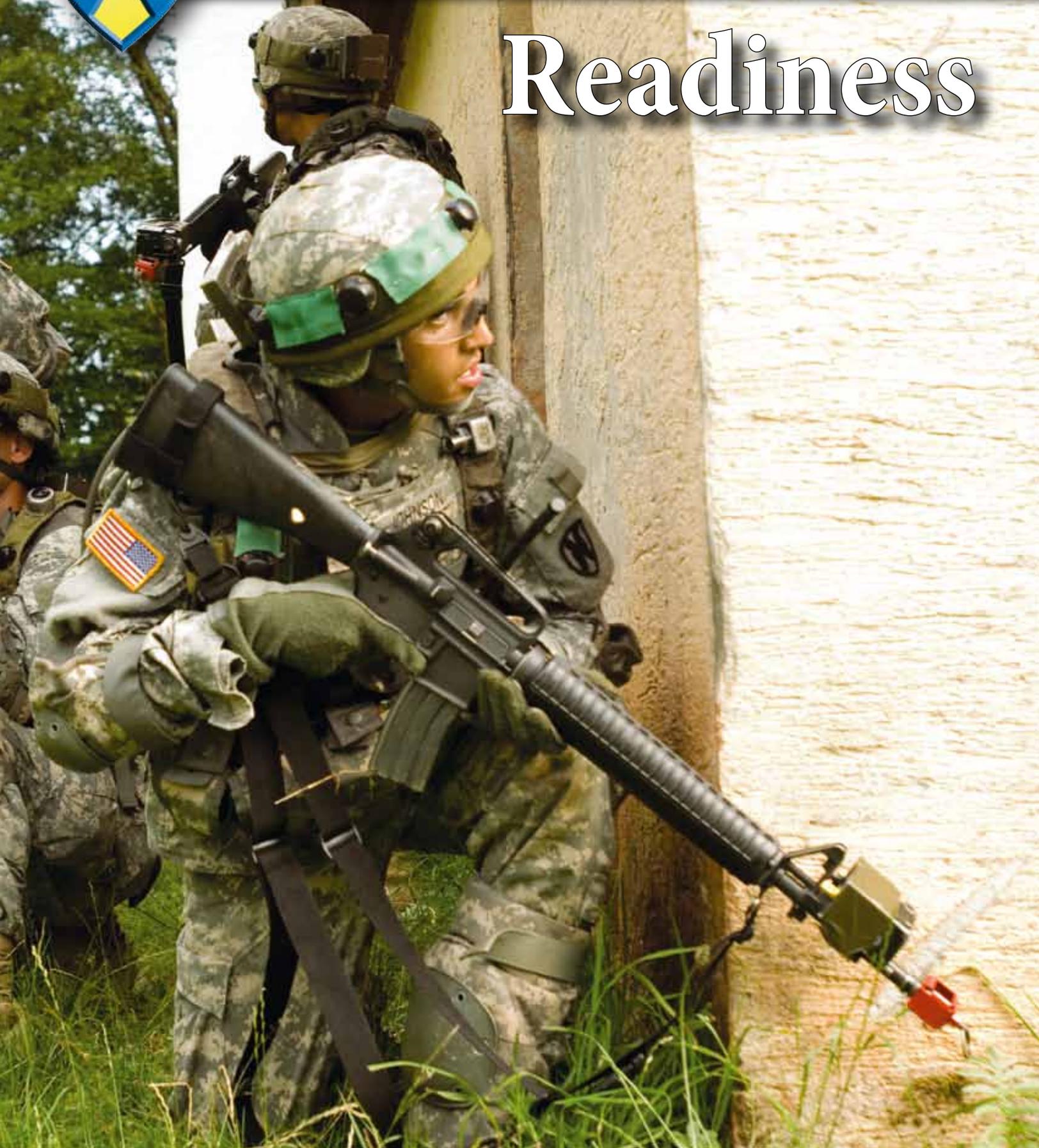
21st Theater Sustainment Command

MILLRINDER

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2010 Issue 1

Readiness



2010 ISSUE 1

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Pull-out Poster:

Each edition of the *Millrinder* features a pull-out poster. This edition the focus is Readiness.



On the cover: Then Pfc. Aaron Johnson, now Spc. Aaron Johnson, an information technology specialist with the Special Troops Battalion, 21st Theater Sustainment Command, peeks around a corner while conducting the military operations in urban terrain portion of the Soldier, Noncommissioned Officer of the Year competition at Baumholder Training Area June 28-July 1. (Photo by Sgt. Fay Conroy)



From the Editor: Reading Readiness

It has commonly been stated that most line units are in one of three stages; just coming back from deployment, getting ready to deploy, or currently deployed.

That is typically the case for combat brigades, and some division and corps headquarters. For the 21st Theater Sustainment Command, things aren't nearly that simple. As this issue is being published, and likely as you are reading these words, the 21st TSC has units deployed, units just returning from deployment and units getting ready to deploy. In addition to keeping its own units ready, the 21st TSC also has to balance home-station support missions, logistical support taskings throughout the theater, and a myriad of logistics and sustainment support missions throughout the U.S. Army Europe footprint.

Readiness is a term that most units think of as describing their own state. They are either ready to accomplish their mission, or they are not. The 21st TSC has its hands in the readiness of not only its own units, but also warfighters throughout U.S. European Command, U.S. Africa Command, and even the forces of regional partner nations.

Throughout this issue you will read about the many aspects of readiness the 21st TSC affects. You will read about the redeployment, train-up and deployment of units like the 18th Engineer Brigade and 16th Sustainment Brigade, both of whom provide ready forces to deploy in support of Operations Iraqi Freedom and Enduring Freedom. Additionally, the 18th Military Police Brigade will outline for you some of the challenges of balancing the commitments of community law enforcement support with providing ready MP forces for OIF and OEF.

The 21st TSC's commitment to readiness extends beyond its role as a force-provider. As a provider of various logistics and sustainment services throughout the theater, the 21st TSC is in the position to have a significant positive impact not only on the readiness of its own forces, but those of the supported units as well. This includes the 405th Army Field Support Brigade's left-behind equipment services that reduce the work load on deploying and redeploying units, and allow them to focus more of their efforts on their mission at hand. The Theater Logistics Support Center-Europe will outline their direct maintenance services to the 2nd Stryker Cavalry Regiment, enabling this regiment to live up to its motto of "Always Ready." Even smaller units such as the 409th Contracting Support Brigade, can have a big impact on readiness, as their services enable training events throughout the EUCOM footprint, and even into the AFRICOM area of operations. The efforts by this contracting command allow training events that improve the readiness of U.S. forces and the partner nations with which they train.

From the opening of this issue, where the 21st TSC's commanding general outlines the importance of individual readiness and the role of the Army's Comprehensive Soldier Fitness program, to the final pages where one of the command's smallest (numerically) brigade demonstrates a big impact on international readiness, simply by providing effective contracting support, this issue of the Millrinder should paint a picture for you of how a commitment to readiness runs through the very fabric of everything the 21st TSC does. First in Support!

FIRST IN SUPPORT!
Lt. Col. Anna Friederich-Maggard
Editor-in-Chief

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Readiness: The 21st Theater Sustainment Command Combat Readiness from Ammo to Soldiers

Maj. Gen. Patricia E. McQuiston

I'm sitting here in Camp Aachen, Grafenwoehr during the evening hours of day 5 of Austere Challenge 10. We've had another busy day as the Combined Forces Land Component Command headquarters response cell, supporting a U.S. Air Force-led Combined Task Force and a French-led Combined Forces Air Component Command. The Combined Operations and Intelligence Center floor is even more packed than the one at Panzer Kaserne with several hundred Soldiers and civilians, including a mechanized infantry brigade from France and another one from Poland. It's been a tremendous exercise so far, but there's a lull in the operation right now and Lt. Col. Anna Friederich-Maggard has reminded me, yet again, that my article for the Millrinder is due.

So much has happened since the last Millrinder was published, shortly after my arrival to the 21st Theater Sustainment Command. The dedication and team work I've witnessed in my time here has been amazing – there is a common focus and purpose, with tremendous ability to operate inside commander's intent and deliver exceptional results. I know how privileged I am to command such a cohesive and high-performing team; one that's prepared to tackle the diverse missions in support of three combatant commanders – U.S. European Command, U.S. Central Command and U.S. Africa Command.

I hope you all feel the pride in being part of a unit with the storied history, the dynamic mission, the tremendous capabilities, and the unlimited opportunities that the 21st TSC offers its members. Whether it's fielding new equipment, welcoming families to their new assignment in Europe, constructing roads, or policing our roads and communities, coordinating unit movements in and out of theater, distributing equipment and supplies (even transporting tanks for the Marines!), accounting for equipment or fixing it or standing up new units and casing the colors on old ones, the 21st TSC accomplishes its missions with professionalism and pride. We're even getting pretty good at singing the words to the 21st TSC song!



We dedicated the last edition of this magazine to Reintegration and Reset, with articles about personnel reintegration, equipment reset and the processes and planning required to ensure we do it both very effectively and efficiently. Even with all the kudos and accolades you all rightly receive, I'm also proud that you never rest on your laurels, but actively engage in reviewing processes and continuously look for ways to improve.

Change is constant, and we are masters of it. We see it in the many organizational changes and unit movements the past six months. We reflagged the 7th Army Reserve Command into the 7th Civil Support Command and added a slew of capabilities unlike anywhere else in our Army. We added the great 18th Engineer Brigade to the 21st TSC and gained tremendous capabilities and synergy across many areas that the Engineers lead and touch. We transitioned 230th MP Company from Rhine Ordnance Barracks to Sembach, returned 272nd MP Company to Fort Polk, La., and 212th MP Com-

pany to Fort Bliss, Tx., inactivated 147th Adjutant General Postal Company, activated the 522nd MP Platoon in Schweinfurt and the 42nd Route Clearance Company in Bamberg. On a personal note for the command team, we also bid farewell to Command Sgt. Maj. David Wood and welcomed Command Sgt. Maj. James Spencer. With the addition of the 18th Engineer Brigade we also welcomed Col. Paul Paolozzi and Command Sgt. Maj. David Clark to the 21st TSC command team. Also, down at the 16th Sustainment Brigade, we're glad to have Col. Kieth Sledd join us, along with his Command Sgt. Maj., Ismael Rodriguez, who is not new to the 21st, as he came to the 16th from the 405th Army Field Support Brigade, where they welcomed Command Sgt. Maj. Jesse Sharpe as their new command sergeant major.

We have a huge transition of officers over the next three months. It's hard to imagine that we could possibly find the talent to replace the officers, noncommissioned officers, Soldiers, and civilians who will depart, but the very best thing about our Army is our ability to replace ourselves with equally talented professionals.

In the next six months we will see three more units return to CONUS, six units inactivate, three units relocate within Germany and two more units activate within the 7th Civil Support Command. This will demand a lot of time and effort on behalf of the 21st TSC Soldiers and civilians. Thank you in advance for your determination and professionalism in taking on these monumental tasks.

Although our units make all missions look easy, it takes many hours of training and honing our skills to maintain and enhance readiness and the ability to successfully accomplish our missions. Some of the greatest benefits of being assigned in USAREUR are the training opportunities we get that you just can't match anywhere else in the world. Units here don't just train in classrooms. They have a multitude of weapons ranges and training areas to select from, the ultimate training centers in Grafenwoehr, Hohenfels and Vilseck – and including our own forward operating base on Panzer. Those locations coupled with training exercises, partnership programs, joint operations, and specialized courses with NATO, U.S. Army Europe, U.S. Army Africa, all our European partner nations, new and expanding opportunities in Africa, and our continuing support to operations in Afghanistan, Iraq, Kuwait, Qatar, spanning the operational environments of the continents of Africa, Asia, and Europe. It just doesn't get any better than this.

In the next issue of the Millrinder we will take a walk through a day in the life of the 21st TSC. We will highlight some of the many members of the 21st TSC team to show the diversity of our organization

and the capabilities of the units. It is important not only to showcase our units, but more importantly our Soldiers, Families and Civilians and the dedication required to complete the many missions they're tasked to do on a daily basis. We will also take a more in depth look at Comprehensive Soldier Fitness – a program we've embraced across the 21st TSC since our Army launched it this past December. I say we've embraced it. What I really mean is that we've recognized it as a concept that has such huge potential for the health, happiness and success of American forces – if we can just get it right.

Listen, at this point, I know we don't have many of the details of what this program is – I just want us all to think about what this program COULD BE for ourselves, for our team mates, for our loves ones, for those we care about. We have an opportunity now to help build on the framework that we do have.

I do think the intent behind CSF is critical to how we'll keep ourselves Army Strong, even as we face a future that may call us to continue at our current pace to protect and defend our Nation and way of life. I expect it will take us a while to fully flesh out the program – to connect the dots between what our Soldiers, civilians, and Families need to become and stay strong; to assess how effective the programs we currently have are to building resiliency; and what else we might need to train ourselves on how to think – not what to think – to achieve more optimistic outcomes.

Maybe we didn't get it exactly right in rolling out the survey without an action plan in place – but don't let a false start prevent you from opening yourself up to the potential benefits. Please read Command Sgt. Maj. Spencer's article on Comprehensive Soldier Fitness, and the article by our command's senior master resilience trainer in this edition of the Millrinder to become more familiar with the ideas behind the program and how you and your family can benefit from it.

We owe you more and better information about CSF. We're going to work to get it in a way that makes sense – a way that you and your Families can use – and a way that you'll see the benefit and want to be part of the solution. So, we plan to take another close look at CSF and your ideas about how we build more resiliency among the Soldiers, Civilians and Families of the 21st TSC. You'll also have a chance to participate in CSF American Forces Network television/radio broadcasts and various print stories featuring our very own 21st TSC family. [Check out our website, add comments to the blog, and post your ideas on Facebook – If I can do it, so can you.]

First in Support!



First in Support— CSM Discusses Comprehensive Soldier Fitness, Mentorship and Retention

Command Sgt. Major James E. Spencer

It is my distinct pleasure to serve as the 13th Command Sergeant Major of the 21st Theater Sustainment Command. Since assuming responsibility, I have been witness to exactly what makes the 21st TSC so great – its Soldiers, Department of the Army Civilians, Local National workforce and its Families.

Being no stranger to sustainment operations – and after 24 years of holding leadership positions at every level – I know firsthand what constitutes a great sustainment organization. It is the people, and the 21st TSC has some of the best people I have ever met in my career.

There are three very important topics I would like to share with you. They are the Army's Comprehensive Soldier Fitness Program, mentorship, and the Army's current retention status.

Comprehensive Soldier Fitness

Comprehensive Soldier Fitness is a new Army program based on 30-plus years of scientific study and results. CSF uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills our Soldiers, Families and Army civilians need.

CSF helps equip and train our Soldiers, Families and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations. With an enhanced resilience and better coping skills, our Soldiers, Civilians and Families will continue to grow and thrive in today's Army.

There are five dimensions of strength that fall under the umbrella of the CSF program. They are physical, emotional, social, family and spiritual. It is our duty as leaders to stay diligent, and drive home the importance of this critical program that will continue to help shape the well being of our Soldiers, Families and Army.

All Soldiers will take an assessment at the beginning of their military service and periodically



throughout their careers. As the battlefield continues to evolve so do our personal lives, and this program will act as a catalyst to identify problems and provide coping strategies that will build our core resilience and strengthen our abilities to face the day-to-day challenges. Our spouses and children are an extension of the Army family, and there is a similar tool in development that Families are highly encouraged to engage in and grow alongside their Soldiers.

It has been shown that a combination of specific training and improved fitness in the five domains of health enhances resilience, which can decrease post-traumatic stress, decrease the actions of undesirable and destructive behavior, and can develop a greater likelihood for post-adversity growth and success.

It is our job as Leaders to ensure Soldiers and Families have every available tool afforded them for happiness and success. CSF was developed to greatly aid the Army endeavor to enhance Soldier and Family resilience. From the Command level down,

leaders have a responsibility to ensure we stress to our subordinates the importance of including training time for CSF. This will equip our Soldiers and Families with the skills they need to become more self-aware, fit, balanced, confident and competent in their work and private lives.

With these attributes, Soldiers and Families will be better prepared to meet the challenges they face here in Europe and ultimately help to restore balance across our Army.

Mentorship

Our Soldiers continue to be our greatest asset. They deserve the very best we can offer. Mentorship is critical to taking care of the Soldier, but what does that mean?

Mentorship means serving as a role model and sounding-board for Soldiers with less experience than you. It means encouraging Soldiers to advance their skills, capabilities and confidence through interaction. It means developing Soldiers to think beyond their current expectations. It means offering a different perspective – one that ultimately leads to success, both personal and professional. It means passing on your legacy of service to a new generation Soldiers. It means improving the quality of our Army.

There are five essential ingredients to a successful mentoring relationship. They are respect, trust, partnership building, expectations, self perception and time.

Respect is best established when a Soldier recognizes attributes, skills and competencies in the leader that he or she would like to emulate. We as leaders need to take the time to foster and develop these attributes with our Soldiers. Creating an atmosphere for growth ushers in an environment of trust and communication.

Trust is very important to a successful mentoring relationship and is a two-way street. Leaders and Soldiers should work together to build trust by communicating and being available, predictable and loyal.

Leaders must make partnership building with their Soldiers one of their primary goals. If we're not careful as leaders, we can often establish barriers that once built can sometimes never be taken down. Be it work, our personal lives or social events – a little time taken each day to effectively communicate

to one another can assist in breaking those barriers down and building bonds. Maintaining communication, fixing obvious problems, forecasting how decisions could affect goals and monitoring changes are all parts of partnership building.

Leaders should always encourage their Soldiers to think and act beyond their expectation of their own capabilities. Leaders should challenge their Soldiers to strive for the top while mastering opportunities of current and future positions. Leaders should fully commit to the mentoring relationship and what the Soldier must demonstrate to earn the leader's support in his or her personal or professional career development. Leaders may help define the Soldiers self perceptions by discussing social traits, intellectual abilities, talents and roles. It is important for leaders to always provide honest feedback.

Time is also a very important element of a successful mentorship program. Leaders should set aside specific times to meet. They should avoid changing those times unless absolutely necessary. Leaders should meet with their Soldiers periodically and frequently check in with their Soldiers using informal visits and shared activities.



Sgt. 1st Class Clifton Mack discusses the results of his team's efforts on the land navigation course with fellow team member Staff Sgt. Dawn Davis, during Sergeants' Time Training, Jan. 29, on Breitenwald range, near Landstuhl, Germany. (Photo by Sgt. Frank Sanchez)



Spc. Rafael Monteagudo, 18th Combat Sustainment Support Battalion, 16th Sustainment Brigade, reenlists while deployed in support of Operation Iraqi Freedom. (Photo courtesy of 18th CSSB)

Mentorship is about refocusing leadership and leaving a legacy of professionalism and distinction. Long after I am gone, the young Soldiers serving today will be entrusted to continue to lead our Army in defense of our great Nation. This is why mentorship is so important. This is why I ask you to continue to develop a sound and effective mentorship philosophy.

Status of Army Retention

The Secretary of the Army's plan to grow the Army is complete two fiscal years ahead of schedule. This is largely due to the ongoing economic challenges. Army recruiting and retention numbers are high. Last fiscal year recruiting and reenlistment rates were so healthy the Army put levers in place to slow things down.

The same seems to be the case this year. Army retention has already met its fiscal year 2010 Expiration Term of Service category goal, before the end of the second quarter, and is bearing down on the remaining aggregate mission with 65 percent completion to date.

Congress mandates Army end strength. It is affected by recruitment, retention and attrition, but over-production can become problematic. The Army has indicated if current rates continue, we can expect more levers will be used to serve as management tools. Along with managing Army end strength, another major Army focus is maintaining force alignment, or balancing the Military Occupation Skills inventory.

As recently as late April, new retention policy changes have gone into effect restricting reenlist-

ment options and eligibility for Soldiers with Fiscal Year 2010 and 2012 ETS dates who are in their static reenlistment windows.

Soldiers with an FY 2010 ETS date must reenlist prior to June 30 and are limited to a Regular Army Reenlistment Option, unless serving in an over-strength MOS. The term of reenlistment is two years, unless deployed or serving in an MOS listed on the current SRB message. Soldiers with an FY 2010 ETS date in an over-strength MOS are allowed to reenlist for Army Training Reenlistment Option only.

Soldiers with an FY 2012 ETS date in the static reenlistment window are also limited to a Regular Army Reenlistment Option only, unless they are serving in an over-strength MOS, in which case they are limited to Army Training Reenlistment Option.

Soldiers with a FY 2011 ETS date are not affected by these changes.

Leaders at all levels, as well as Soldiers and their Families, must be aware of ongoing Army recruiting and retention rates and how it affects their careers and the careers of their Soldiers. See your servicing Career Counselor for additional information. The retention website is located at www.21tsc.army.mil/retention/index.html.

I look forward to serving you as the 13th Command Sergeant Major for the 21st TSC, and know that I do not take this responsibility lightly. I plan on getting out to the units in the field regularly and making an impact whenever and wherever possible. I look forward to visiting each and every one of you. First in Support! Army Strong!



Comprehensive Soldier Fitness: Resilience Training for Soldiers, Families and Civilians

By Clarence C. Woods
Master Resilience Trainer, 21st TSC

Fighting the Overseas Contingency Operations has resulted in the Department of the Army having to rely not only on its Soldiers but also the civilian work force and Families to support operations in the combat mission support areas.

The Army has to ensure that all elements of our armed forces are not only skilled at their normal job and missions but also trained for survival during combat on the battlefield. This is where Comprehensive Soldier Fitness and resilience training have become all too important to our entire operation – to Soldiers, Families and civilians whether; home, work, deployed, or in support of the team.

This program is so important that the Army has created a training program to certify subject matter experts, known as Master Resilience Trainers, in the CSF program resilience training.

Setting the Stage for CSF and Resilience Training

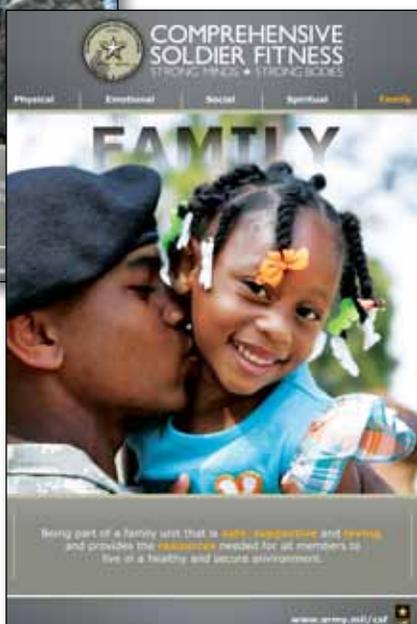
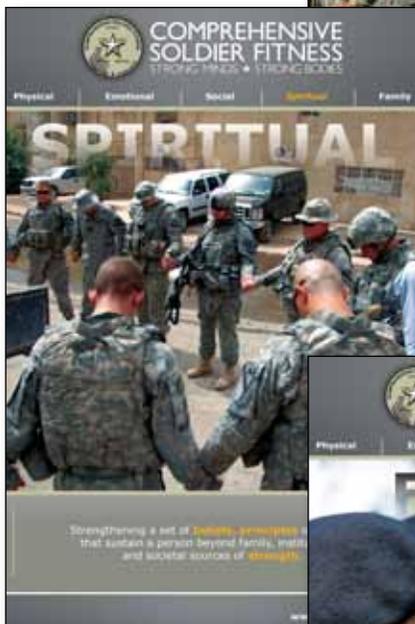
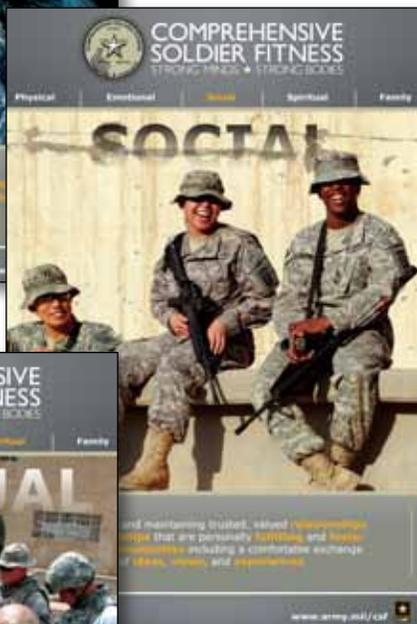
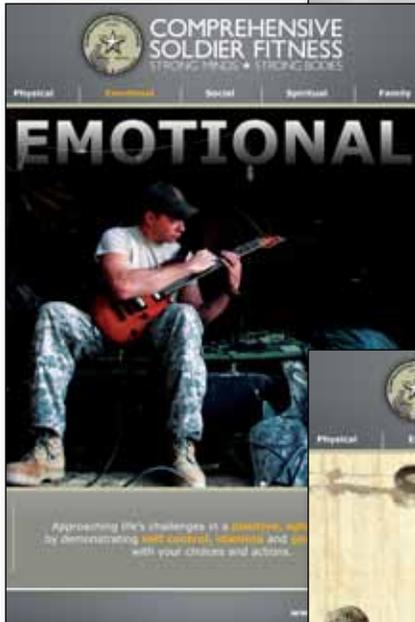
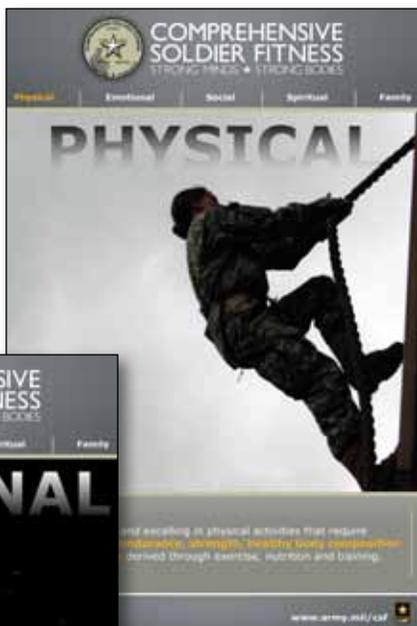
In recent years, a significant portion of the Army's Civilian work force is deployed around the globe at any given time. The Army Times estimates that about 210,000 Soldiers are deployed outside the United States, which also impacts our family members. Resilience training must be one of our top priorities to ensure that the 21st Theater Sustainment Command team is provided the training to increase Soldiers, Families and Civilians resilience.



What does the Army say the CSF program is about? Resilience is the ability to grow and thrive in the face of challenges and bounce back from adversity. CSF helps increase fitness, health and resilience in individuals by assessing their strengths and weaknesses, then by providing training in the form of self-development modules and resilience building techniques that teach specific mental and physical skills. These techniques are designed to increase fitness and health in the physical, emotional, social, family and spiritual dimensions of resilience.

There are four key elements (lines of effort) within the CSF program. The Global Assessment Tool, Comprehensive Resilience Modules, the Master Resilience Trainer program and Resilience Training.

The GAT was developed by both military and academic experts to assess an individual's fitness and health in the dimensions of resilience. The results of the GAT direct the individual to self-development training known as Comprehensive Resilience Modules. CRMs are designed to provide online in-



formation and instruction on resilience to individuals. Master Resilience Trainers are trained to plan and provide resilience training to Soldiers, Families and Army civilians at the unit and installation level. Resilience training is programmed to be available within the next year at every army school and at every level of military training from initial entry training through the Army War College.

Additionally, RT instruction will be provided in operational units and at installations through the efforts of the MRTS. The GAT, comprehensive resilience modules, and resilience training are mandatory for Soldiers, but voluntary for Families and Army civilians.

21st TSC CSF program strategy fully supports the Army program and consists of three domains – Soldier, Family and civilian. The dimensions of fitness are emotional, social, spiritual, family and physical.

The Background of CSF and Resilience

For deployed Soldiers and civilians, and their family members, risks have never been greater, especially now in a world full of asymmetric conflict. Therefore, we must provide the best possible training to improve resilience and fitness of our emotional, spiritual, family, and social, and physical well being. The 21st TSC Comprehensive Fitness Program will provide the same level of resilience and fitness training to our Families and Civilians that our Soldiers are provided to sustain their resilience. We have accepted and integrated the Army Family and Community Covenants, the Civilian Army Creed and institutionalized the Family Readiness Groups inside of our command structure.

Conclusion

Ultimately, there is no doubt the Army Families and Civilians will support our Soldiers. The fact is that the next combat operation or anti-terrorist engagement may be a success or failure depending on the resilience skills that we all have to rely on. The Army has developed the CSF program for the Soldiers and is adjusting it to meet the needs of the Army's Families and civilians. There are thousands of our Soldiers, Families and civilians supporting overseas contingency operations. There are many more preparing to deploy in support of OCO. The only way to have a fully equipped, trained, and ready force is to have trained to standards and have enhanced resilience and fitness skills and abilities to ensure physical, emotional, social, spiritual and family fitness and readiness.





A Personal Appeal From an MRT— Why should I care about CSF anyway?

By Clarence C. Woods
Master Resilience Trainer , 21st TSC

My first experience with resilience took place when attending the Master Resilience Trainer course. I had been in class a couple of days listening to resilience instructions mostly because I was there to fill a slot for the 21st TSC. On the third night or so I called home, my 5-year-old son answered the phone.

“Daddy, I want to get the Christmas tree and decorate it.” Normally, my answer is “no, you wait for daddy, and we will do this when I get home.” (End) no more talking. Well... I thought “let me talk with him and see what he really wants and why.” I also began to think to myself “Why do I want them to wait for me?” New thinking for me, as he began to tell me about the other kids in pre-school telling him about their trees and presents under the trees. I had an activating event; I thought, “I have not been listening to him talk to me, now what else have I been missing.”

We talked a bit longer and I agreed that he and his mom could decorate the tree. I still was not pleased. I was using a resilience technique called Icebergs, meaning *What is under your Iceberg that no one can see, but you know what is there?* You always know what is there. It is your Iceberg, and, most times, only you know. I still was not pleased. I was not in control; this was my Iceberg. I was not going to be in control. I identified that and realized it was not fair to them. I was going to do more harm than good, and I would be upset the remainder of my time in school along with my family being upset at home. My son and I talked, and we agreed that the star which goes on the top of the tree would wait until daddy comes home. By using this technique it allowed me to understand that all would not be lost and I would have only caused myself more pain later. It really was about me and not them.

How many times have you just had to have it your way because you are the parent? The answer is, “do what I say,” and now you are still having those same old problems. Resilience is a skill, and you don’t need to walk around and beat people in the head with it. Just live it and use it when needed.

There is a popular misconception that the Global As-

essment Tool is the only component of CSF. The key to understanding the GAT is understanding why it is important to you and your well being. You must take the online modules; they are there for you and only you. In addition, only you can identify any needs, requirements and assistance you may need based on your GAT results. MRTs like me can help.

We do not need to, nor want to see your personal online training requirements. We want to provide you the assistance you require to get you where you need to be by helping you understand what you are reading and by helping you build resilience in all parts of your life. Remember this is all about you; we can provide insight and teach you control. You are at your best when you can help those around you be at their best.

I will end this article with one of my checks on learning experiences using learned techniques and principles from my resilience teaching course. You may see a lot of your life experiences when learning resilience and fitness skills. I will not tell you all this is new. However, we have to know how to use the skills and tools we have in order for them to work better for us. Resilience is not just for your Army life. It can be used in everyday life. If you live it and use it, you will see a positive result, as will those around you. I have told a lot of Soldiers they are not a radio. You do not just turn off and it’s done. Life goes with us therefore we have to deal with it always.

The 21st TSC is pressing forward with conducting leadership training, professional development and resilience skills training expeditiously, effectively and efficiently in order to maintain the required level of proficiency to support your fitness and resilience requirements. We currently have MRTs in several of our 21st TSC units across Germany: 21st Theater Sustainment Command HQ, 16th Sustainment Brigade, 18th Engineer Brigade, 18th Military Police Brigade, and Special Troops Battalion, 21st TSC. We are currently working to get additional MRTs in training to support the remaining units within our command.



Readying the 21st TSC

By Sgt. Fay Conroy

According to the training guidance put out by Maj. Gen. Patricia E. McQuiston, commanding general, 21st Theater Sustainment Command, leaders at all levels are to ensure that their units remain ready and trained for ongoing operations. Readiness is required in all areas. In compliance with McQuiston's guidance, the Special Troops Battalion, 21st TSC, has instituted several ways of maintaining and tracking unit readiness in order to fulfill their mission of deploying Soldiers and equipment in support of missions while also maintaining a focus on split-based operations. Two companies are assigned to the STB— Headquarters and Headquarters Company, and the 5th Quartermaster Detachment (Aerial Delivery).

Family Readiness

Family readiness is an important part of unit readiness. It allows Soldiers who are deployed to concentrate on the mission at hand. The STB Family Readiness Group is unique in that at any given time the STB will have between 25-50 Soldiers deployed as individual augmentees in support of missions. Instead of having the whole battalion in the predeployment phase, then deployment and then reintegration, the FRG has to support Families who are going through the different phases at different times.





Lt. Col. Michael Cortez, Commander, Special Troops Battalion, 21st Theater Sustainment Command, braces for the down draft from a landing CH-47 Chinook near Kitgum, Uganda, Oct. 16, 2009. (Photo by Spc. Jason Nolte)

To support its unique mission and to help Soldiers maintain their family readiness, the STB has added Military and Family Life Support Counselors to help Families with deployment and reintegration issues, marriage and relationship issues, grief, and daily life issues. Soldiers and Families can talk to the counselors in a confidential setting. The command would only be notified of situations where there are extenuating circumstances such as suicide or abuse.

In the last four weeks the FRG has been testing Combat Care Teams, which would be activated if the Family of a deployed Soldier needed assistance. This would allow the deployed Soldier to continue with his mission without added stressors.

Realistic Training

Warrior Week is held every six months in Baumholder to familiarize all Soldiers with the M9 pistol, the M16 rifle, the M249 squad automatic weapon, and the M2 .50 caliber machine gun. During this time, leaders also use it as an opportunity to focus on warrior tasks and drills training. In addition, ranges are run on a regular basis to give Soldiers the ability to qualify on their assigned weapons twice a year in accordance with McQuiston's guidance. In the last six months, of the 700 Soldiers who are assigned weapons, only three were not qualified.

The forward operating base located at Panzer Kaserne is an integral part of realistic training for the Soldiers of the STB. It gives the STB the ability to submerge its Soldiers into realistic training and allows them to be trained utilizing different scenarios. The FOB is also used by other units in the 21st TSC such as the 18th Military Police Brigade. Plans to create lane training and add an obstacle course to the FOB are in the beginning stages. A military operations in urban terrain feature designed to acclimate Soldiers to the challenges faced in Afghanistan, is also in the planning stages.

Force Protection Training

In the past six months the STB has trained extensively in force protection and has stood up several measures to enhance force protection.

During Warrior Response 09, which was held Oct. 16-19, the STB activated its emergency operations center and increased its force protection condition level and defensive posture to include emplacing barriers, conducting a quick reaction force recall, testing 'shelters-in-place' and conducting incidence response.

Fifteen Soldiers from HHC make up the STB's quick reaction force. The QRF is designed to en-



hance the STB's emergency response capabilities. They have been activated six times since August to provide force protection.

The STB has also trained 80 Soldiers to identify suspicious behavior, emergency response procedures, rules of engagement, show of force, and guard responsibilities and procedure.

Exercises

Another way the STB promotes readiness is by supporting various field exercises throughout the European region. Participating in exercises allows Soldiers to operate in a field environment to simulate



Paratroopers from the German, British, U.S. and Dutch armies jump from a C-130 Hercules during the 65th Anniversary of Operation Varsity in Rees, Germany, March 27. More than 16,000 paratroopers and several hundred aircraft were involved in the original assault in 1945, but this was the first time the U.S. Soldiers jumped in this area since the original assault. (Photo by Staff Sgt. Michael J. Taylor)

conditions they might face when deployed. The STB has sent Soldiers to numerous exercise in the past six months including Joint Task Force-East in Romania and Bulgaria, Juniper Cobra 10 in Israel, and postal missions to both Turkey and Georgia. One of the largest exercises was Natural Fire 10 in Uganda, which was held Oct. 16-25. Natural Fire 10 was the largest military exercise on the African continent to date.

5th Quartermaster Detachment (Aerial Delivery)

5th QM Det. is U.S. Army Europe's only way of providing aerial delivery support. In order for 5th QM Det. to maintain its readiness, they need to re-

main up to date on the newest equipment in their field. Sept. 7-18, the unit became the first European-based regular Army unit to train on the 2,200-pound load-carrying capable Firefly Joint Precision Air Delivery System.

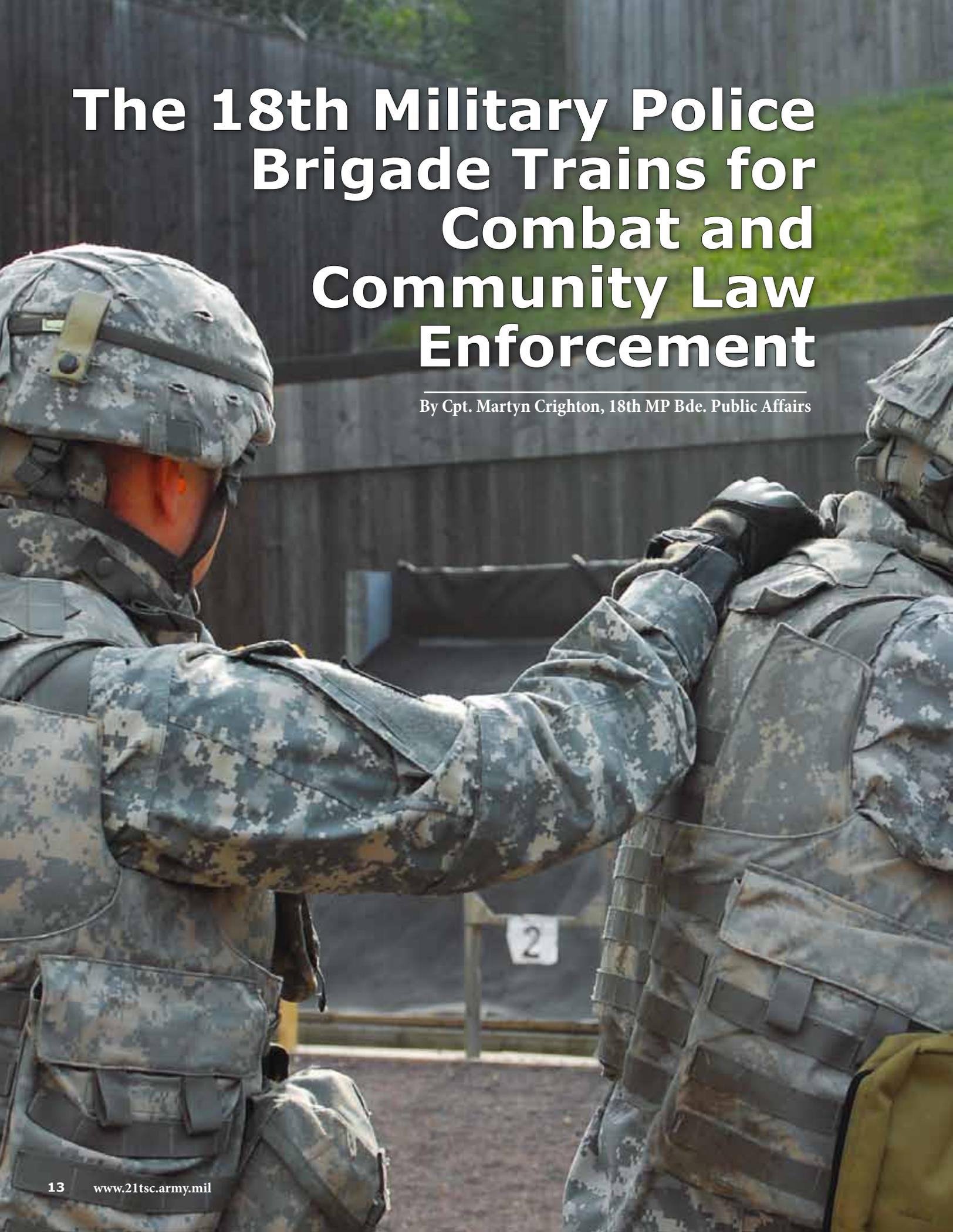
During the two-week training course, the riggers learned how to properly lay out the system, how to pack it up, how to attach it to the load and how to program it. After taking a test, the riggers were certified to use the system for their air drops. Using the 2K Firefly JPADS allows more accurate air drops into remote areas and provides a better covert approach for the delivery aircraft.

Keeping up with modern advancements in technology is not the only way the riggers prepare for readiness. Another way is to sharpen and to strive for the next level in their field by advancing their technical skills as well.

From Feb. 15 to March 5, 5th QM Det. hosted the U.S. Jumpmaster Training Team, which held a jumpmaster certification course at Rhine Ordnance Barracks. Airborne qualified Soldiers from the 5th QM Det. attended the course along with paratroopers from other units such a Special Operations Command Europe from Stuttgart, and the U.S. Air Forces in Europe. The three-week course to become certified as a jumpmaster included classroom instruction and hands on training designed to teach the jumpmaster candidates how to identify deficiencies with personnel and the rigging of their equipment and parachutes. Areas covered in the class included inspecting the equipment and the aircraft used in the airborne operations, inspecting the paratroopers, conducting actions inside the aircraft, conducting pre-jump training, and learning the nomenclatures specific to airborne operations.

Not only does the 5th QM Det. have to maintain their readiness, but they also maintain the readiness for units all over Europe to include foreign militaries. They provide maintenance and repair of personnel and cargo parachutes and air items for all of USAREUR, assist in loading supplies and equipment into aircraft for airdrops, and provide personnel parachutes for airborne units. Currently 5th QM Det. is providing the 173rd Airborne Brigade Combat Team rigger support while its rigger team is deployed.



A photograph of two soldiers in camouflage uniforms. The soldier on the left is seen from the side, wearing a helmet and a vest. The soldier on the right is seen from the back, also in full gear. The soldier on the left is adjusting the gear on the back of the soldier on the right. The background is a wooden fence and some greenery.

The 18th Military Police Brigade Trains for Combat and Community Law Enforcement

By Cpt. Martyn Crighton, 18th MP Bde. Public Affairs

A soldier in camouflage gear is shown from the side, aiming a rifle. A bullet is captured in mid-air, having just been fired from the rifle. In the background, there is a target board with a silhouette of a person and several colored circles (red, blue, red). The target board has the number '5' written on it. The scene is outdoors, likely at a training range.

As the only military police brigade in U.S. Army Europe, the 18th Military Police Brigade has two primary missions. The first is community law enforcement. In the post 9-11 environment, community law enforcement is a critical component of the force protection posture and is a strong mitigating factor in reducing the risks associated with maintaining a U.S. Army presence in Europe. The second mission is supporting Overseas Contingency Operations. The brigade is actively engaged in both Iraq and Afghanistan providing MP units and military working dog teams to both theaters.

For the past six months the 18th MP Brigade focused on three major training objectives. The first was to prepare the Headquarters and Headquarters Detachment, 95th MP Battalion, for deployment to Afghanistan. The second was to prepare the Headquarters and Headquarters Company of the 18th MP Brigade for deployment to Iraq, and the third was sustainment training for those units conducting community law enforcement here in Europe.

In October 2009, III Corps conducted Unified Endeavor, a Mission Rehearsal Exercise. It was the culminating event of their train-up for deployment to Iraq. The Battle Command Training Program developed MRE was conducted simultaneously at Fort Hood, Texas, Fort Riley, Kan, and Grafenwoehr, Germany and included the divisions and brigade separates that would fall under the corps during the deployment. III Corps and its subordinate units were preparing to deploy at a time of transition and would be responsible for executing a change of mission as coalition forces shifted their focus from combat operations to training and assisting the Iraqi Security Forces as they took the lead for their nation's security. Additionally, III Corps would be responsible for executing the responsible drawdown of forces in accordance with the security agreement between Iraq and the United States.

Soldiers from Headquarters and Headquarters Company, 18th Military Police Brigade conduct Close Quarters Marksmanship. (Photo by Sgt. Adrienne Killingsworth, 18th MP Bde. Public Affairs)

The 18th MP Brigade was one of the separate brigades that would eventually fall under III Corps in Iraq. However, for the other units participating in the exercise, this was not the culminating event of their deployment preparation because it occurred very early in 18th's deployment training plan. The brigade benefited from the training and mentorship of a BCTP team of observer trainers and a senior mentor as if it were the culmination of their deployment training, but instead of focusing on observing and evaluating the brigade's deployment readiness, the BCTP team focused on training. It was a big "T" little "o" event for the 18th MP Brigade.

One cannot overstate the significance of this shift in focus. It enabled the senior mentor and Operations Group Foxtrot from BCTP to focus on teaching, coaching, mentoring and advising instead of observing and evaluating. As a result, the brigade had the flexibility to make on the fly adjustments and improvements based on the input from Operations Group Foxtrot. Additionally, both the brigade commander and the staff had the luxury of taking the After Action Review recommendations of the senior mentor and the experts of Operations Group Foxtrot, and incorporating them into their staff systems and war-fighting functions with enough time before the deployment to fully implement them and make them permanently effective.

Unified Endeavor also served as a training event for the HHD, 95th MP Battalion in their training for

deployment to Afghanistan. They were tasked to replicate the subordinate battalions assigned to the 18th MP Brigade and used that mission to exercise their staff and codify the staff functions and responsibilities.

The HHD, 95th MP Battalion's deployment preparation focused on the Police Transition Team mission they would assume once in Afghanistan. In order to ensure the battalion staff was prepared to assume the challenge of training the Afghan police to assume responsibility for the security of their country, the brigade embedded PTT specific training events into their deployment training schedule.

In October 2009, Fort Leonard Wood, Mo., sent a Police Transition Team Mobile Training Team to Mannheim, Germany, for a week to train the battalion staff. All the members of the PTT MTT were MPs who had recently returned from Afghanistan where they had been engaged in training the Afghan police. Their training gave the battalion staff a snap shot of what the mission would entail and how to be successful at it. They provided the battalion invaluable insight into the current state of the Afghan police force – its force structure, its geographic distribution, its strengths and weaknesses, and its projected growth. They also provided the battalion with the best practices being used to effectively train the Afghan police. During the week of training the MP Corps Commandant Brig. Gen. David D. Phillips came and spoke at the training. He had just returned

from Afghanistan and provided the battalion staff with his impressions of the current state of the police force and his personal impressions of the police leadership.

The knowledge the battalion gained from the PTT MTT served them well as they began preparing for their certification event in December 2009. After completing their convoy live fire exercise, the HHD, 95th MP Battalion conducted a MRE in Grafenwoehr, Germany. The main area of focus for the battalion was police partnership. To ensure the battalion commander's intent was met the brigade had two members of the 709th MP Battalion return from Afghanistan to advise the 95th MP Battalion during the MRE.

The integration of the 709th as advisors was a huge force multiplier. The 709th MP bat-



Soldiers from 615th MP Co., 709th MP Bn., 18th MP Bde., line up in a squad stick during the 5th MP Bn. Mission Rehearsal Exercise at Grafenwoehr, Germany. (Photo by Sgt. Adrienne Killingsworth, 18th MP Bde. Public Affairs)



Members of the 615th MP Co., 709th MP Bn., conduct a Key Leader Engagement as a part of their mission rehearsal exercise at Hohenfels, Germany. (Photo by Sgt. Adrienne Killingsworth, 18th MP Bde. Public Affairs)

talion was the battalion the 95th would relieve in Afghanistan. The advice and insight the advisors provided was timely and relevant to the specifics of the mission the 95th would assume in Afghanistan. Instead of conducting a generic certification exercise that focused around general events and personalities, the brigade used current issues and the biographies of the Afghan police leadership provided by the 709th to tailor the MRE and greatly improve the readiness of the 95th. This tailored approach greatly enhanced the training effect and gave the 95th insight into the specifics of their mission months ahead of their relief in place with the 709th. In essence the 709th and 95th were able to begin their relief in place two months before the 95th arrived in country.

While deployment readiness has been at the forefront of the brigade's training in the near term, it has not been to the exclusion of sustainment training. The 18th MP Brigade is responsible for the community law enforcement in every USAREUR community and continues to seek ways to improve the training and readiness of those Soldiers responsible for carrying out that mission. One of the more significant changes to be implemented recently is the

addition of the Active Shooter Course to the certification process for MPs conducting community law enforcement.

Active Shooter is a program born out of tragedies like Columbine. Historically, in incidents like that the police arrived on the scene and set up the outer cordon and waited for the Special Reaction Team to arrive. As Columbine illustrated, the time needed to get the SRT on site often resulted in additional fatalities. The Active Shooter Course gives MP Soldiers conducting CLE the ability to react and resolve potentially fatal situations before SRT support arrives, thus saving lives. This training, which has been incorporated into CLE in the United States, is now being brought to USAREUR as part of the certification process all MP Soldiers conducting CLE go through. The first class 18th MP Brigade Soldiers went through was in November 2009, and it remains a recurring training theme for the brigade.

As the training brigade units have conducted illustrates, the 18th MP Brigade remains focused, committed, and ready to support both the USAREUR communities and the Global War on Terror.





21st TSC oversees U.S., Georgian training exercise

Immediate Response 2010, the field-training exercise that took place at the Vaziani Training Area in Georgia in late October and early November, 2009, prepared U.S. and Georgian forces for upcoming operations in Afghanistan. It paired two Georgian army platoons with one U.S. Army platoon to form a company-sized element that was trained and evaluated on practical combat exercises to include cordon and search, room clearing, and platoon and company battle drills.

(Above) A squad leader with Company B, 1st Squadron, 2nd Stryker Cavalry Regiment, gives directions to his Soldiers, while Georgian troops attached to the same company for this training exercise provide over watch. (Photo by Cpt. Greg Jones)

(Below) Working with a Georgian army radio operator, a U.S. squad leader from Company B, 1st Squadron, 2nd Stryker Cavalry Regiment, coordinates with a Georgian platoon attached to his company during a field-training exercise that served as the culminating event for the exercise. (Photo by Cpt. Greg Jones)





BUILDING PARTNER CAPACITY

Natural Fire 10 in Uganda exercises cooperation

The 21st TSC supported the Natural Fire 10 exercise in a number of ways including setting up a life support area, building a helicopter refueling site and supplying water purification, near Kitgum, Uganda, October 2009. The joint and combined training exercise in Uganda offered an opportunity for east African partner nations and the U.S. military to work together to increase regional capabilities in order to respond to complex humanitarian emergencies. Military personnel from Burundi, Kenya, Rwanda, Tanzania, Uganda and the U.S. participated in the exercise.

(Above) Staff Sgt. John Okumu, a 21st Theater Sustainment Command logistics specialist who hails originally from Kenya, speaks with soldiers from Uganda, near the Natural Fire 10 exercise live-fire range. (Photo by Spc. Jason Nolte)

(Left) Sgt. Gozie Ahanotu, 240th Quartermaster Company, 391st Combat Sustainment Support Battalion, 16th Sustainment Brigade, refuels a U.S. Army CH-47 Chinook helicopter at the helicopter refueling point, near Kitgum, setup by the 240th QM Co. (Photo by Spc. Jason Nolte)





Bagram VII prepares Polish, U.S Task Force for Afghanistan

Bagram VII was a joint training exercise, which included members of the 21st Theater Sustainment Command's 18th Engineer Brigade, the Joint Forces Headquarters of the Illinois National Guard, the Polish 2nd Mechanized Corps and the Joint Multi-National Simulations Center Grafenwoehr. These agencies worked together to prepare and certify the 1st Polish Armored Brigade and Soldiers from the Illinois National Guard for their deployment to Afghanistan.

(Above) Thomas Lasch, the simulations director from the Joint Multi-National Simulations Center Grafenwoehr, explains the Unmanned Aerial Simulator operated by Sgt. 1st Class John J. Walker, the intelligence noncommissioned officer of the 18th Engineer Brigade, to Polish armed forces leaders, Mar. 5, during Bagram VII at Bukowka Barracks in Kielce, Poland. (Photo courtesy of 18th Engineer Brigade Public Affairs)

(Right) Capt. Tim Newman, Illinois National Guard, the battle captain for Task Force White Eagle, gives guidance to his Polish Command Post of the Future operators during Bagram VII. Bagram VII was the final training exercise validating that Task Force White Eagle is prepared for its upcoming deployment to Afghanistan. (Photo courtesy of 18th Engineer Brigade Public Affairs)





230th MPs partner with Macedonian army, prep unit to deploy

The 230th MP Co. deployed 36 of its 1st Platoon Soldiers to Macedonia, March 11-22, to take the lead in a crew-served weapons training exercise for the Macedonian military police, ranger and special forces soldiers from the Macedonian army's Special Operations Regiment in preparation for the unit's upcoming deployment to Afghanistan with the Vermont National Guard's 86th Brigade Combat Team. The exercise, which consisted of multiple days of classroom training and weapons ranges, familiarized more than 90 Macedonian soldiers with the Army's M2 .50-caliber machine gun, M249 Squad Automatic Weapon, MK19 automatic grenade launcher and M240B machine gun – all weapons the Macedonians will need to be very familiar with when they link up with their American counterparts in Afghanistan.

(Above) Macedonian army Sgt. 1st Class Sasha Toshevski stands behind Sgt. Daniel DeMars, a Malta, Mont., native and a team leader with the 230th Military Police Company, 95th Military Police Battalion, while another Macedonian soldier takes aim during a crew-served weapons range at Army Training Area Krivolak March 19 in Macedonia. (Photo by Sgt. Adrienne Killingsworth, 18th MP Brigade, PAO)

(Below) 2nd Lt. Todd Rossbach, a St. Paul, Minn., native and a platoon leader for 1st Platoon, 230th Military Police Company, 95th Military Police Battalion, addresses Macedonian and U.S. troops during a safety brief March 17 at Army Training Area Krivolak in Macedonia. (Photo by Sgt. Adrienne Killingsworth, 18th MP Brigade, PAO)



Staying Sharp in the

By 1st. Lt. Jennifer Walker, 15th Eng. Bn. Adjutant, 1st. Lt. Michael Frazier, 54th Eng. Bn. Public Affairs, Spc. Aislinn M. Amig, 18th Eng. Bde. Public Affairs, Capt. Sonie L. Munson, 18th Eng. Bde. Public Affairs and Chief Warrant Officer 2 Scott E. Hashagen, 60th Geospacial Planning Cell



Soldiers from the 18th Engineer Brigade prepare and detonate explosive charges during the 2010 U.S. Army Europe Sapper Competition in February. (Main photo by Spc. Amanda Rigdon, inset video stills by Spc. Jason Nolte)

18th Engineer Brigade

New to the 21st Theater Sustainment Command, the 18th Engineer Brigade joined the command in September. The 18th Eng. Bde. is a multi-faceted unit that offers a variety of engineer specific skills to include route clearance, combat engineering, horizontal and vertical construction, construction management, survey and design, emergency assessment and management, and map making. Each unit within the brigade has a specific skill set, and to maintain unit readiness, it requires unit specific training down to the detachment level. Below is a synopsis of how the Sword's Up Brigade stays ready for the mission.

15th Engineer Battalion

The 15th Engineer Battalion's mission is basically construction, but this one word does not accurately convey the wide variety of tasks and skills the battalion needs to train to ensure unit readiness. The construction areas include vertical construction, horizontal construction, and survey work. In addition, each company has its own maintenance section. Including basic Soldier skills all Soldiers must learn, the 15th Eng. Bn. has thousands of tasks it must cover.

At a minimum of twice a year, the 15th Eng. Bn. conducts a field training exercise at Grafenwoehr Training Area to train Soldiers on their weapons systems. The logistics of moving a 550-Soldier battalion is a training exercise in itself. The planning and command and control that it requires to move the unit are vital skills needed for unit readiness. At GTA, additional training is done on convoys, including react to Improvised Explosive Devices and night driving training.

In the Schweinfurt area, 15th Eng. Bn. construction projects have benefited not only the unit with training opportunities, but the community. Both

military and civilians use the Directorate of Public Works and Vehicle Processing Center parking lots constructed by the 15th Eng. Bn. Projects include both vertical and horizontal, such as the Ogaard Military Operations on Urban Terrain site and VPC road improvements.

15th Eng. Bn. has completed projects for other training areas in Germany, such as a helipad for Bamberg range control, fighting positions in GTA, and currently B-huts in Hohenfels. Both the helipad and B-hut missions have allowed each of the vertical and horizontal companies to cross train. These projects not only allow the 15th Eng. Bn. to train on a wide variety of engineer tasks and provide additional convoy training, but also require coordinating with other units and even foreign governments. The skills necessary to communicate and build positive relations with other units and governments are as critical as the construction itself.

54th Engineer Battalion

Upon its return to Bamberg, Germany, the 54th Eng. Bn. developed a plan to return them to a combat readiness level by the end of fiscal year 10 to prepare for future combat operations. Based on the 18th Eng. Bde. training guidance and the Army Force Generation model, the staff developed a plan to meet the commander's intent to accomplish each of the three phases outlined in the ARFORGEN model in preparation for war.

ARFORGEN is the structured progression of increased unit readiness over time, resulting in recurring periods of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.

The 18th Eng. Bde. adapted the ARFORGEN model outlined in Field Manual 7-0, Training for Full Spectrum Operations, to meet the needs of the



modular brigade. The brigade staff broke the cycle down into four phases, replacing the three outlined in doctrine, in order to achieve mission readiness. The four phases outlined by the staff were “Reset/Transformation,” “Stay Sharp,” “Road to War,” and “Fight,” respectively.

The first quarter of Fiscal Year 2010 was the Reset/Transformation phase. Following the redeployment of the battalion’s companies from Iraq and Afghanistan, the battalion’s focus shifted to reintegrate the Soldiers and their Families into the Bamberg community and begin training. After saying goodbye to many of the veterans that deployed with the battalion, a majority of the first quarter was focused on individual skill level tasks due to an influx of incoming Soldiers.

The battalion’s primary training focus was on the Army Warrior Tasks with an emphasis on the individual. The battalion also developed and implemented a driver’s training program to license all Soldiers within the battalion on their assigned equipment. Soldiers attended various Combined Arms Training Center schools, some attended the Sapper Leader Course, and others attended numerous occupational specific courses. Additionally, more than 40 Soldiers attended and graduated from either Warrior Leaders Course, Senior Leaders Course, or Advanced Leaders Course as part of the Noncommissioned Officer Educational System.

The first phase of the ARFORGEN cycle concluded with a battalion level gunnery exercise at the Grafenwoehr Training Area. The operation focused on individual weapon system qualification tables on the M4/M16 assault rifle, the M203 grenade launcher, the M249 squad automatic weapon, the M2 .50 cal machine gun, the M240B machine gun, and the MK19 40mm automatic grenade launcher.

As the battalion moved through the second quarter of Fiscal Year 2010, the Stay Sharp phase of the brigade specific ARFORGEN cycle, leaders and Soldiers adjusted their focus to concentrate on collective tasks, with an emphasis on squad level battle drills. To support the training process, Lt. Col. Timothy Holman, 54th Eng. Bn. commander, and Command Sgt. Maj. Eric Omundson, 54th Eng. Bn. command sergeant major, directed the battalion to reincorporate Sergeants’

Time Training into the battalion’s weekly training battle rhythm.

During the second quarter, the Sapper companies conducted training on Army Warrior Task collective skills and battle drills, additional land navigation training, advanced rifle marksmanship ranges, demolitions ranges, and military operations on urban terrain training. The engineer support company’s main focus was on horizontal construction operations, battle drills, call for fire procedures and scenarios as well as land navigation. Additionally, the battalion continued to send Soldiers through the battalion driver’s training program, the NCOES, leader and operator new equipment training, and the Digital Master Trainer Course.

Headquarters and Headquarters Company, 18th Engineer Brigade

The Headquarters and Headquarters Company, 18th Eng. Bde. plays a vital role in the morale, welfare, training, and physical readiness of its Soldiers. Among many other tasks, HHC is focused on improving the quality of life for the Soldiers on Tompkins Barracks in Schwetzingen, Germany, with the renovation of the old BOSS building into a community center. This will offer Soldiers somewhere to relax after work, play video games, spend time with friends and hold Super Bowl and holiday parties.

The company has maintained a Personal Security Detachment, which focuses more intently on training to include mounted and dismounted operations, on a weekly basis. These Soldiers conduct field exercises and range qualifications more frequently than those Soldiers working in the brigade staff sec-

Soldiers of the 370th Engineer Company, 54th Engineer Battalion pull security during military operations on urban terrain training Jan. 21 at the Poedeldorf Training area in Bamberg, Germany. During the training event, the Soldiers trained on urban tactics and breaching demolition charges. (Photo by 1st Lt. Michael Frazier, 54th Eng. Bn. Public Affairs)



tions, thus preparing them for what they may encounter during future deployments.

Unlike most HHC units in the Army, an engineer brigade has a Technical Headquarters Section which is responsible for survey, design and construction management of the brigade's construction projects. Typical missions include surveying boundaries and airfields, conducting site reconnaissance for the construction of roads and buildings, conducting soils testing to determine whether the area can withstand construction, and the development of blueprints.

The 18th Eng. Bde.'s THS played a critical role in the brigade's mission while deployed, conducting surveys for the closure and relocation of bases throughout northern Iraq. They currently stay sharp by conducting various training events on their specialized survey equipment along with the 243rd Construction Management Team.

243rd Construction Management Team

Ever look at an Army obstacle course and think "who came up with this?" In February, members of 243rd Construction Management Team and HHC THS deployed to Caracal, Romania, an Initial Entry Training base, to assist the Office of Defense Cooperation with the assessment and possible redesign of two existing metal obstacle courses.

"The 243rd CMT is a theater-level engineer asset, which in respect to this mission, would oversee all aspects of construction from initial survey to final completion; however this training's main purpose was to enhance unit cohesion and foreign relations," stated Staff Sgt. Collette R. Hoyt, construction operations sergeant for the nine Soldier unit. Preparation for the mission consisted of using the Army's Theater Construction Management System program which provides prepared plans for the obstacles, complete with a list of materials needed to make them. Once these designs were pulled from TCMS, the 243rd Technical Engineer Sergeants used global positioning survey equipment to tie in the plans to the actual site where the obstacle course will be placed. This three dimensional design helped the constructing unit to level the ground and place the obstacles in the correct location.

Their product will allow the Romanian army to submit a complete packet to include plans, material lists and cost estimate to the Romanian Ministry of Sports for approval.

Emergency Management Assessment Team

The mission of the 18th Eng. Bde.'s EMAT is to be prepared to assist at any chemical, biological, radiological, nuclear or high-yield explosive event within

U.S. European Command and provide technical assistance, assessment and advice on the situation. This unit is also unique because it is the only EMAT that exists in the Army.

The EMAT's mission is very similar to the mission of the Civil Support Teams that are state-mandated and operated within the National Guard, according to EMAT commander, Maj. Michael Petrunyak. Soldiers from the EMAT conduct training on a weekly basis, focusing on scenarios which may vary from mail room contamination, chemical spills or even homemade explosives.

During their most recent training scenario, the team participated in a NATO mass casualty exercise in Skive, Denmark, and worked alongside members of the Danish, Netherland, Austrian and United Kingdom armies.

While Petrunyak served as the senior advisor to the Danish commander, Soldiers from EMAT coordinated with their counterparts to evacuate and process all casualties. The reconnaissance team began by using site characterization to determine a possible hazard within the area and then used detection equipment to identify the possible chemical. After samples were collected, it was their job to mitigate the possible risk by using ventilation procedures or evacuation.

60th Geospatial Planning Cell

The 60th Geospatial Planning Cell provides high-resolution imagery and topographic line maps or better existing vector data (trees, roads, water, etc.) from outside agencies in areas that the National Geospatial-Intelligence Agency has not produced data for. The 60th GPC provides primary support to any unit within the EUCOM and U.S. Africa Command areas of responsibility, preparing to deploy into theaters where there are no existing maps or geospatial data.

In addition, the detachment provides map data for Falconview users within U.S. Army Europe domain and can create special purpose products for commanders to better visualize the terrain of the battlefield such as combined obstacles overlays, river crossing analysis, helicopter landing zones, lines of communication or route studies.

The 18th Eng. Bde. has many engineer specific skill sets that require training to keep the unit mission ready. From training exercises, construction, survey and design, map making, and emergency response, the Sword's Up brigade stays sharp by conducting realistic training and deployments in support of the 21st TSC.



405th AFSB Assists with Mission Readiness

By Jennifer L. King, 405th AFSB Public Affairs Officer

Orders to deploy generate a flurry of activity in any unit. There's paperwork to complete, arrangements to be made and people to notify. The 3rd Battalion, 405th Army Field Support Brigade in Italy is making mission readiness quite a bit easier for units stationed South of the Alps by taking care of their Left Behind Equipment needs in a timely and sometimes customized fashion.

The 3rd Bn., 405th AFSB is currently executing an LBE South of the Alps mission in support of the 173rd Airborne Brigade Combat Team, Vicenza, Italy. The unit sent more than 1,000 pieces of equipment to the battalion under the LBE program. The LBE program is designed to care for a unit's equipment while the unit is deployed, and the program covers all aspects of a unit's materiel, including vehicles and other equipment such as radios and storage containers. Through the program, the 405th AFSB maintains the equipment that the unit does not take with them when it deploys.

The unit has more than 450 pieces of rolling stock, wheeled and track vehicles, and more than 800 pieces of secondary items, all other types of equipment, for the 173rd ABCT, according to Capt. Michael Kistler, assistant program manager for LBE in Italy. The unit has inducted a variety of equipment into the program, including Humvees, trailers, parachute harnesses and camouflage netting.

While the unit is deployed, the equipment may be issued to other units, but each unit will receive replacement pieces when it returns from theater. Because the equipment may be issued to another unit, exact inventory records are crucial in order for the returning unit to receive the same types and pieces of equipment that it leaves behind. The LBE program is designed to provide returning units with technical manual -10/-20 standard, fully mission capable equipment ensuring the units are fully mission capable as soon as they redeploy to Europe.



Left Behind Equipment awaits processing at a 405th AFSB location. (Photo by Chiara Mattiolo, USAG Livorno Public Affairs)

Typically, the unit brings the equipment to the battalion, but given that LBE equipment in Italy is frequently moved via truck, the transportation demands on the unit can be burdensome. This can result in even more stress on the unit at a time when its sole focus should be the upcoming deployment mission. Consequently, the 3rd Bn., 405th AFSB adjusted the inventory process for the unit to mitigate the travel involved, reducing the demands on the unit.

Because of the distance between the unit and Leghorn Army Depot in Livorno, the unit sent its property to LAD with the accompanying documentation, according to Kistler. The battalion maintains property accountability with the transport documents and then checks that the previously sent property accountability documents match the equipment. The battalion then makes any adjustments necessary in coordination with the unit property book officer and the current owner of the equipment, and signs and scans the documentation back to the unit. Once the paperwork is signed, the Property Book Unit Supply Enhanced transfer is completed.

The LBE process in Italy may sound highly administrative, but it actually benefits the Soldier. This process saves the 173rd ABCT Soldiers a four-hour drive each way across Italy to transfer equipment and allows them to spend that time focusing on their upcoming mission, according to Kistler. This same business model is being applied to other units that are being inducted into the LBE program that are stationed in the Vicenza area of operations.

Saving time, an invaluable commodity during deployment preparation, is only one benefit that the units receive by inducting their equipment into the battalion's program. Units also benefit from the ability to induct their equipment into the LBE program as early as they want, benefitting the unit in other ways.



“The 173rd ABCT is very cramped for space,” Kistler commented. “By sending us their LBE items as early as possible during their mission preparation, they had more operating room in their location. The LBE induction greatly helped them in getting stay behind equipment out of their way and into maintenance, allowing them to have ample room for mission preparation.”

The battalion is proud of its success with its LBE program.

“Since our LBE program in Italy is slightly different in execution than in other parts of the world, we’re satisfied that we have created a program here that benefits the Soldiers in our area of operations,” said Lt. Col. Roger McCreery, commander of the 3rd Bn., 405th AFSB. “Our job is to help the Soldier prepare for operations in theater, and by allowing them to have a quick and seamless LBE induction process, they are able to focus on the important matters in preparation for deployment – mission requirements and family needs. Our LBE program enables them to get their stay behind equipment out of their way quickly and painlessly.”

Furthermore, the battalion’s operations help fulfill the 405th AFSB’s LBE mission throughout Europe. The battalion is responsible for the execution of all LBE operations in Europe, and essentially has two primary operating bases within the European theater – one South of the Alps and one of North of the Alps, according to Col. Jack Haley, commander of the 405th AFSB.

“When LBE operations first began in Italy, our model for the program was our operation North of the Alps. The battalion quickly saw how things could be done differently in their area of operations and modified an already successful program to suit the needs of the units they support,” said Haley.

In addition to executing LBE for the 173rd ABCT, the 3rd Bn., 405th AFSB handled LBE induction for the Headquarters and Headquarters Company, 14th Transportation Battalion, which is also stationed in Vicenza.

“The induction for the 14th Transportation HHC is complete,” Kistler said. “Items were sent from Vicenza to LAD in the same method that we used for the 173rd ABCT. We received more than 20 pieces of equipment from the unit, including generators and decontamination systems.”

In addition to inducting units into the LBE program, the battalion also reissues equipment to returning units. The battalion recently completed a re-issue of equipment for the 99th Movement Control Team, headquartered at Aviano Air Base, Italy.

“The 99th MCT had previously inducted their items into the LBE program in December of 2008,” Kistler explained. “The unit received all of the equipment

that they had inducted into the program, including Humvees, at TM 10/20 standards. We maintained their equipment for them during their absence. Their Humvees were in the RECAP program and were sent back to Army depots in the continental U.S. for repair. The unit was extremely excited to receive ‘like new’ vehicles upon their return.”

Because of the regular deployments and redeployments of units throughout Europe, brigade personnel involved in the LBE program maintain a high operational tempo at all times.

“We strive to work with the unit’s individual schedule and needs,” Kistler said. “We look at the LBE program as a partnership with the deploying units and help them increase the time that they have for their mission preparation and family time.”

In addition to LBE operations South of the Alps, the 405th AFSB also oversees LBE operations North of the Alps. The 1st Bn., 405th AFSB, headquartered in Kaiserslautern, Germany, is responsible for the program’s management throughout Germany.

“Our LBE operations are a high priority for our battalion,” said Joi McIntosh, who works for the battalion’s LBE program. “As in Italy, our battalion also has a high operational tempo for the program, making sure that deploying and redeploying units are able to focus on mission readiness without worrying about their unit’s equipment.”

This high operational tempo frequently means that multiple units are being inducted into the program at the same time. Four units were recently inducted into our LBE program. The 95th Military Police Battalion inducted more than 800 pieces, the 106th Finance Company inducted more than 550 pieces and the 630th Military Police Company inducted more than 100 pieces, as did the 615th Military Police Company.

Just as in Italy, the battalion must contend with reissuing equipment to redeploying units while still maintaining induction operations on behalf of other units. During the same time frame the unit was inducting those units into the program, it also reissued equipment to the 18th Combat Sustainment Support Battalion, the 421st Medical Company, the 16th Sustainment Brigade and the 68th and 70th Transportation Companies, according to McIntosh. The unit is currently in the process of preparing for induction by the 635th Movement Control Team, the 515th Transportation Company, the 71st Medical Detachment and the 2nd Stryker Cavalry Regiment.

The battalion has the responsibility for planning, coordinating and synchronizing the LBE program for the 21st Theater Sustainment Command, and the constant momentum of the program is just part of doing business.



Maurizio Lambardi, Fabio Simonini, Massimo Terreni and Matteo Lombardo prepare to transport a water purification system from the 3rd Battalion, 405th Army Field Support Brigade, Camp Darby, Italy, to Pisa International Airport for shipment to Port au Prince, Haiti. By maintaining its readiness, the battalion was able to support humanitarian efforts in Haiti since early January when the country was struck by a magnitude 7.0 earthquake. To date, the battalion has shipped thousands of pounds of humanitarian supplies to Haiti. (Photo by Chiara Mattiolo, USAG Livorno Public Affairs)

“We are continually in a support cycle of inducting equipment for units that are deploying as well as reissuing equipment back to units upon their redeployment,” said Lt. Col. James Kennedy, commander of the 1st Bn., 405th AFSB. “We just completed the reissue to six separate units within two months, which was a challenging task as we are inducting units at the same time.”

The task might have been difficult, but Kennedy believes that execution was critical.

“It is imperative that we provide the best support possible to these units,” he continued. “That means getting their equipment back to them as quickly as possible upon their return to theater. We have a great relationship with the Theater Logistics Support Center–Europe, and we are focused on returning a unit’s equipment back to them during their reset.”

In addition to operations at both the 1st and 3rd battalions, the 2nd Bn., 405th AFSB is supporting mission readiness by handling reset operations for the 172nd Heavy Brigade Combat Team. Reset operations for the 172nd HBCT began in November and are scheduled to continue until May, according to John Hooker, chief of support operations for 2nd battalion. The unit has to reset more than 25,000 pieces of equipment, including tactical weapons, forklifts and radars.

The battalion is also responsible for new equipment fieldings to units in the Vilseck area of opera-

tions, an area that encompasses 480 square miles.

“We are responsible for making sure that the units have the most recent equipment,” Hooker said. “Recently, we’ve issued a large amount of equipment to the 12th Combat Aviation Brigade, including the Battle Command Sustainment and Support Systems, the Mortar Radar (Telecom) Firefinders, artillery radars and Global Broadcast Systems. We’ve also issued Main Gun System M1128, assault kitchens and LW155 Howitzers.”

The battalion also handles fieldings to the 173rd ABCT in Vicenza, Italy, and the 172nd HBCT. The 2nd Stryker Combat Regiment, also headquartered in the battalion’s area of operations, recently received Lightweight Counter-Mortar Radars.

“We issue the equipment to the units as it becomes available to us for delivery,” Hooker continued.

Lt. Col. Morris Hatcher, commander of the 2nd Bn., 405th AFSB, believes that equipment fielding is a key component of mission readiness.

“We have oversight and monitor unit’s equipment through the ARFORGEN (Army Force Generation) cycle,” Hatcher said. “We have a responsibility to make sure the Soldier has the proper equipment for both training and fighting at all times, and we take that responsibility very seriously. It’s our job to make sure that they have the tools to win the fight.”



Helping the 2nd Stryker Cavalry Regiment be 'Toujours Pret'

By Jerry Jastrab, TLSC-E Deputy Director

To maintain readiness, Stryker regiments require augmentation to perform scheduled maintenance on the entire fleet of equipment assigned to the brigade or regiment.

Augmentation support is normally provided by a military or civilian echelon above brigade maintenance organization, and in the U.S., this maintenance augmentation is usually provided by contractors. Unique to U.S. Army Europe, the maintenance augmentation for 2nd Stryker Cavalry Regiment is provided by local national employees assigned to the Maintenance Activity Vilseck.

MAV is a subordinate activity of 21st Theater Sustainment Command's Theater Logistics Support Center-Europe, or TLSC-E, which is part of USA-REUR's sustainment base.

What exactly does MAV do for 2nd Stryker Cavalry Regiment's readiness? As the name implies, MAV provides maintenance support and it tailors its support to the regiment based on what the unit's

status is in the Army Force Generation, or ARFORGEN, process. The ARFORGEN process is often visually depicted as a large group of gears, with teeth meshed, working in harmony to generate readiness and combat power. For 2nd Stryker Cavalry Regiment, MAV is one of those gears.

The ARFORGEN process has three major phases: Train/Ready, Available, and Reset. Through close coordination with the regiment's supply and logistics directorate and the Regimental Support Squadron, MAV postures itself to support each phase, synchronizing capabilities and priorities to match those of the regiment.

Returning to the gear analogy, the teeth of MAV's gears are service and repair of wheeled and engineer vehicles, ground support, artillery, armament, and fire control equipment – all supported by a robust machine and welding shop.

How are these capabilities employed? Like any high-performing organization, it starts with a team who identifies the requirement, plans for workflow and parts and then orchestrates the execution. Within



Soldiers of the 2nd Stryker Brigade work with TLSC-E workers to unload Strykers in preparation for their scheduled maintenance. (Photo courtesy of TLSC-E)

MAV the “brains” behind the support provided to 2nd Stryker Cavalry Regiment is “Panzer” Meier, whose real name is Reinhold Meier. He got his nickname “Panzer” (armored vehicle in German) from his comprehensive knowledge of tracked vehicles, which he developed by spending his time as a line mechanic cannibalizing parts from coded out tanks, and then later as the leader of the M88 rebuild line at MAV.

Meier oversees the production control operations for the support to the regiment. He is the one who develops the production schedule in close coordination with the regiment’s logisticians, and then ensures that the required repair parts, service kits, and oils and lubricants are on order and in the right place at the right time to optimize the mechanical workforce behind him. Following the completion of work, he is also the one responsible for ensuring the service package contains all the necessary paperwork before returning it to the unit.

As mentioned earlier, what type of support MAV provides to the regiment depends on where the regiment is within the ARFORGEN cycle. When the regiment is in the Train/Ready phase, MAV is primarily engaged in performing scheduled services for the regiment’s vehicle and ground support equipment fleet, operating something like a quick lube operation for performance of annual and bi-annual services.

If maintenance faults above and beyond scheduled services are identified during the service, then the unit maintenance managers are notified, and a decision is made to have the Maintenance Troop repair the fault or have MAV repair it during the course of completing the service. The regiment always remains responsible for motor pool operations, to include preventive maintenance checks and services and dispatching operations.

Once the regiment enters the Available phase of ARFORGEN, during which the regiment prepares for and deploys to a contingency operation, MAV begins to plan and execute the shift to support in assisting pre-deployment operations, to include support to Mission Rehearsal Exercises, and then shift maintenance management to the systems established for Left Behind Equipment operations.

During pre-deployment operations, MAV typically provides surge maintenance support, focusing on vehicles required for deployment or for use in the MRE, and by providing the regiment forward support in motor pools, Installations Staging Areas, or ports of debarkation using maintenance support teams who can make on-site repairs when time is of the essence.

Once the regiment has deployed, MAV assumes responsibility for all of the regiment’s equipment enrolled in the LBE, acting as the unit maintenance

manager on behalf of the regiment’s rear detachment.

When the regiment returns from their deployment and enters the third phase of the ARFORGEN process: Reset, MAV once again shifts gears in how and what they do in support of the regiment. As part of equipping the unit again, MAV has two primary functions: first, to prepare for the return of unit equipment that was enrolled in the LBE program, and second, to execute equipment reset for items that are not completed either by the unit or by national provider organizations.

Under the LBE return, MAV assists in the inventory and return of equipment and secondary items back to the regiment, to include return of all vehicle data and service packets associated with the Army Maintenance Management System. Under the Reset program, MAV plays an active part in repairing to Army technical manual -10/-20 standards equipment that will not be sent to the United States and repaired under Army Materiel Command’s Automatic Return Item or Recapitalization programs. In addition, MAV also hosts and actively assists Army Materiel Command’s special repair teams that deploy into USAREUR in support of the regiment’s Reset operations.

Lastly, while the regiment is in garrison, MAV plays an active role in helping the regiment’s mechanics hone their technical skills. On several occasions MAV has hosted mechanics from the regimental support squadron, inviting them to work side by side with their German counterparts to gain experience and training on maintaining specific pieces of equipment, especially on low density equipment items like the Interim High-Mobility Engineer Excavator.

The result is a win-win because the regiment gets mechanics with improved skills, which improves equipment availability, and in turn MAV stays on production schedule because they receive vehicles that are maintained properly, allowing them to execute the scheduled services when the equipment comes in for maintenance and avoid delays associated with additional repair tasks.

As on any winning team, each player brings something to the team that helps the team be successful. As a supporting member of their team, MAV provides the 2nd Stryker Cavalry Regiment with a highly skilled and professional team of logistics professionals who know their equipment, know how to maintain it, and most importantly, know the importance of what a well maintained piece of equipment means to a Soldier – especially when Soldiers may be taking that equipment into a combat environment.



16th Sust. Bde. RESET: Achieving Readiness for the Next Call to Duty



Tools are ready for accountability at the motorpool of the Headquarters and Headquarters Company, 16th Special Troops Battalion, 16th Sustainment Brigade, as part of a typical redeployment inventory. (Photo courtesy of 16th Sustainment Brigade)



By Cpt. Dhramen Singh, 16th Sust. Bde. Supply and Logistics Directorate, and Staff Sgt. Micheal Taylor

The 16th Sustainment Brigade RESET program was created in April 2009 while the brigade was deployed in support of Operation Iraqi Freedom. The intent of the RESET program is to ensure that the brigade maintains its readiness to support future missions. RESET is one of the Chief of Staff of the Army, Gen. George W. Casey Jr.'s, four imperatives. Published guidance was procured from the Department of the Army RESET Executive Orders 2009 and 2010, due to no other guidance available in crafting the brigade RESET Operational Order. Army RESET focuses on accurately tracking and reporting equipment repair, replacement, recapitalization and expenditures to ensure the Army sustains equipment readiness at a rate that meets or exceeds operational demand.



CPT Carmen Rosado, commander, Headquarters and Headquarters Company, 16th Special Troops Battalion, 16th Sustainment Brigade, flips through her property book during a full inventory of 16th STB equipment and supplies. (Photo courtesy of 16th Sustainment Brigade)

When in all capital letters, RESET refers to the Army's imperative that will systematically restore deployed units to an appropriate level of equipment, Soldiers, and Family readiness in preparation for future deployments and contingencies. When in lower case, Reset is defined as a set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future missions.

RESET has three phases: In-theater (180-day period leading up to when 51 percent of the unit's personnel return to home station), Reset (the first 180 days after the unit's return), and Train/Ready (from 180 days after the unit's return until it is available for deployment).

Each phase has a priority: In-theater's priority is to claim and execute Automated Reset Management Tool Field and Sustainment plans, 100 percent eyes on/hands on inventory of all equipment, and turn-in 100 percent of their battle-loss equipment and adjudicate property book discrepancies prior to return. Reset's priority is the reconstitution of Soldier, Family, and equipment, equipment is turned in for replacement, recapitalization, or repair. Train/Ready's priority is training in support of future missions.

The 16th Sust. Bde. is unique in that as a sustainment brigade, it continuously has individual companies and battalions deployed or preparing for deployment. In total the brigade is composed of five battalions and 50 companies, platoons or teams that are deployable. Currently there are 13 company-sized and smaller units deployed and eight units currently within their Reset window, as opposed to a combat brigade, which generally deploys as an entity and is Reset in the same manner, and generally in a central location by Reset teams.

The 16th Sust. Bde. Reset consists of three major

Sgt. Talavou Tanuvasa, supply NCO, 16th Special Troops Battalion, takes accountability of equipment in the supply room as 16th STB takes inventory of all equipment after returning from a 15-month deployment. (Photo courtesy of 16th Sustainment Brigade)

locations for equipment Reset: Maintenance Activity Vilseck, Maintenance Activity Mannheim and Maintenance Activity Pirmasens. These three locations offer Reset support for weapons, night vision devices, communications equipment, most wheeled vehicles, and nuclear, biological and chemical equipment. National locations are occasionally used for unique items such as certain global positioning systems and command center systems.

The current focus of the brigade RESET program is the Reset phase, which ensures that all equipment is reconstituted during the 180-day Reset window. The brigade's units include a range of capabilities from maintenance, transportation and quartermaster to signal, postal and finance. Each unit has a unique support set with different requirements.

The maintenance and quartermaster companies have an extensive equipment Reset density, while the postal and finance detachments have mainly weapons, night vision devices, and pro-masks that require reconstitution.

The drawback of a sustainment brigade reset is that it is generally done concurrently at several locations with overlap. This is a challenge, logistically for some units. Most brigade combat teams will generally have mobile repair teams at their consolidated location to provide reset support.

To date the unit with the most complex Reset program has been the Headquarters and Headquarters Company, 16th Special Troops Battalion. This unit is unique because it supports both a battalion and brigade headquarters. Due to this unique support relationship, the equipment that went into Reset included





A local national unloads a new M1078 5-ton vehicle as part of the new equipment received by the HHC, 16th Special Troops Battalion, 16th Sustainment Brigade during a resupply of equipment after the 16th STB returned from a 15-month deployment to Iraq recently. (Photo courtesy of 16th Sustainment Brigade)

a variety of communication equipment, weapons, vehicles and medical equipment. The communication equipment alone was Reset in Mannheim, Germany, Fort Hood, Texas, and Fort Lewis, Wash.

Reporting the current status of individual units within Reset is done via the 21st Theater Sustainment Command's SharePoint. Reset managers are appointed from the unit level up to brigade. Each unit level Reset manager is responsible for tracking their Reset and updating the 21st TSC's SharePoint site, which has slides that cover the unique equipment respective to the reporting unit. The Brigade monitors Reset through bimonthly maintenance meetings and a monthly materiel maintenance readiness meeting.

The main role of the brigade RESET is to assist and track the battalions and companies with coordination, scheduling and property accountability during the Reset process. Most of the Reset equipment can be coordinated between the unit and the support facility, however, brigade will assist when a unit faces logistical challenges, rescheduling or Reset locations for low density/unique equipment. Current consolidated coordination efforts include the installation of Movement Tracking System kits and radios.

During the Reset window, a unit generally has to conduct LBE draw. Depending on the equipment density, this can be a lengthy process. Vehicles that come out of the recapitalization program, which is part of LBE, might have their installation kits for Blue Force Trackers, Single Channel Ground and Airborne Systems and Movement Tracking Systems removed, which then requires coordination for an installation team. Generally, if the vehicle density is large enough,

a team will come out and support a unit, however, due to the dispersed location of the brigade's units, support is broken into geographical areas.

Regarding MTS kit installation, the brigade will be broken down into three regions: Mannheim, Grafenwoehr and Bamberg, with the possibility of also providing support to the 14th Transportation Battalion in Vicenza, Italy. It is vitally important that during the LBE draw, units use the battalion and brigade Property Book Manager.

Property accountability must be strictly monitored in all phases of RESET; this is especially true during Reset when equipment is being turned-in for recapitalization at multiple locations or drawn out of LBE. The numerous moving parts must be intensely tracked at the battalion and company levels to ensure no deadline is missed, equipment inventories are conducted, and that clear channels of communication are maintained with contractors, support agencies and the chain of command.

Reset is a very worthwhile program that gets the redeployed equipment repaired and or upgraded so that Soldiers have equipment that is optimized for training and future deployment in support of the high operational tempo. It takes concentrated effort from all levels to ensure that the program is used correctly and efficiently in order to receive the merits of the program. The entire RESET program continues to pay dividends for the Army and is an important tool for Commanders to reconstitute their personnel, equipment and Families.



409th Contracting Support Brigade Enables Warfighter and Partner Nation Readiness



1st Lt. John Merlette of the Utah Army National Guard's 1993rd Contingency Contracting Team (far left) and Maj. Armando Corral of the California ARNG's 1933rd CCT observe an U.S. Army Engineer explain a statement of work to potential local vendors in Kosovo. The 1993rd CCT relieved the 1933rd CCT at Camp Bondsteel, Kosovo, where they assisted the 409th Contracting Support Brigade's 903rd Contingency Contracting Battalion with expeditionary contracting support for the Balkans. (Photo by Maj. Chris Patterson, 1993rd CCT)

**By Maj. Robert Ralston, 409th CSB and
Capt. Greg Jones**

It has been a long-standing principle of military leadership that the readiness of any unit is ultimately the responsibility of the commander of that unit. However, one Soldier cannot make readiness happen alone. It takes an entire unit, and in most cases, it takes support from enablers and force multipliers outside the unit to ensure readiness. One of those force multipliers assisting with unit readiness throughout the theater is the 409th Contracting Support Brigade, headquartered in Kaiserslautern, Germany.

Following the initial stages of Operation Iraqi Freedom, the Secretary of the Army commissioned a report on Army contracting and its expeditionary capabilities within the Army. As a result of this report, the Army Contracting Command, a subordinate command in Army Materiel Command, established the Expeditionary Contracting Command. The 409th CSB is a subordinate command unit within the ECC and executes expeditionary, operational and garrison sustainment contracting in support of U.S. Army Europe and Seventh Army, and as directed, to the U.S. European and U.S. Africa Commands. The 409th CSB accomplishes this mission with a relatively small workforce of just under 300 personnel comprised of Soldiers, Department of the Army civilians and local nationals.

The 409th CSB contracts for approximately \$1.5 billion annually through its 10 regional contracting offices and sub-offices located throughout Germany, Belgium, Kosovo and Italy. Although the vast majority of these expenditures are made in support of post, camp and station sustainment initiatives, the 409th CSB also provides expeditionary and operational contracting support throughout Europe, Africa and Southwest Asia. At any given time, Soldiers and civilians of the 409th CSB are deployed providing unprecedented levels of support to the warfighter.

One of the recurring exercises for the 409th CSB is to Task Force East within the Romania/Bulgaria footprint. This particular mission enables training opportunities between the U.S. and partner nation forces by allowing U.S. National Guard units to team up with regional partners in conducting a variety of training improving the readiness of both U.S. and our partner nation units. During these events, the 21st Theater Sustainment Command provides a host of organic support to the participants. Where organic means are not available, commercial contracts are sometimes used to provide continuous sustainment. When training is not being conducted, the important warm-basing mission, which main-

tains the facilities, life support and training area for future engagements, ensues. This warm-basing mission relies heavily on the 409th CSB in execution.

The 409th CSB not only supports USAREUR, but has been actively involved in supporting the newly formed AFRICOM as well. Within the brigade's expeditionary capacity, the 409th CSB is supporting U.S. and partner nations' readiness efforts throughout the African area of responsibility. Some examples include Natural Fire 10, African Endeavor, MEDFLAG, and other partnership training exercises where the contracting actions exceeded \$6 million for a variety of needs which has directly helped build capacity and provided humanitarian support on the continent of Africa. In addition to exercise support within Africa, in January the 409th CSB deployed the 624th Contingency Contracting Team to eastern Africa in support of the continuing mission of Joint Task Force-Horn of Africa. At a minimum, the 409th CSB will continue its presence in support of the task force throughout the remainder of this year.

In addition to the support relationship to units within and outside the 21st TSC, the 409th CSB also provides premier training opportunities for U.S. Army Reserve and National Guard forces. This is best demonstrated in Kosovo, where the 409th CSB serves as the executive agent for expeditionary contracting in the Balkans, and its 903rd Contingency Contracting Battalion provides a continuous presence at the Camp Bondsteel office. At this office, the 409th CSB not only provides the task force operational contracting support, but also uses this office to train National Guard contingency contracting teams by rotating them through the office allowing them the hands-on opportunity of conducting operational contracting support in a deployed environment. This mutually beneficial relationship has been very successful and is in the forefront of the most senior contracting leaders' minds as the paradigm in training reserve component Army contracting teams.

The 409th CSB's initiatives can also be seen within the Kaiserslautern Military Community. Having only been headquartered within the KMC for less than one year, this summer the 409th CSB will activate the Theater Contracting Center on Kleber Kaserne which will service this theater for years to come.

The 409th CSB is the lead contracting support brigade in the Army. The 409th CSB continues to improve and become more efficient and will continue to provide world class expeditionary, operational and sustainment contracting support throughout Europe, Africa and Southwest Asia.





Sgt. Charles Jenkins, a squad leader with the 406th Human Resources Company, places a 7th Civil Support Command patch on Staff Sgt. Kermit Willman's shoulder, during the 7th CSC's reflagging ceremony at Daenner Kaserne, Oct. 25. The 406th HR Co. is one of 18 subordinate units belonging to the 7th CSC. (Photo by Spc. Glenn Anderson, 7th CSC Public Affairs)

Forging Ahead an Ocean Closer

By Lt. Col. Philmore Williams, 7th CSC Operations Officer and Sgt. Fay Conroy

The 7th Civil Support Command achieved initial operational capability Sept. 16, 2009. This was a turning point in the unit's lineage as it said farewell to the 7th Army Reserve Command. The legacy command folded its colors and unveiled its new shoulder sleeve insignia during the reflagging ceremony at the Parade Field on Daenner Kaserne in Kaiserslautern, Germany, where the unit is headquartered, Oct. 25, marking a new era for the unit and the requirement to maintain readiness to accomplish a great new variety of missions.

Mission

The 7th CSC is an operational and expeditionary force of Army Reserve Soldiers ready to rapidly deploy and provide forward-stationed command and control, consequence management and civil affairs capabilities under the direction of the 21st Theater Sustainment Command in support of U.S. Army Europe's mission. The command is comprised of 22 subordinate units throughout Germany and Italy with approximately 1,000 European-based Army Reserve Soldiers. The command has a variety of capabilities that make it a diverse resource for U.S. Army Europe. It is focused on its new mission requirements – command and control, consequence management and civil affairs.

Command and Control

The 7th CSC is armed to manage foreign consequence incidents through the Incident Management Team or IMT. The team is made up of 50 Active Guard Reserve Soldiers who, when deployed, work closely with the U.S. State Department, Defense Threat Reduction Agency and nongovernmental agencies such as the U.S. Agency for International Development in managing foreign consequence situations. The IMT is patterned after a U.S. Type 1 Incident Management Team. Its mission is to deal with incidents of national significance in an FCM environment. The unit's training on the Incident Command System allows better interoperability with host nation response forces.

The IMT provides command and control, initial as-

essment and Reception, Staging Onward-movement and Integration for follow-on forces in support of the Department of State. The team recently participated in Bavarian Thunder 2010, a training exercise that culminated at the Deployment Processing Center Jan. 25-28 at Rhine Ordnance Barracks, Germany. This exercise focused on deployment of personnel, equipment, vehicles and its ability to alert and assemble.

Consequence Management

In the U.S., most events are handled by local responders under the Incident Command System. During incidents expanding beyond the capabilities of the local responders, state aid may be requested. State governors can dispatch National Guard units designated and identified to respond to man-made and natural disasters. Incidents of national significance are handled by agencies such as Department of Homeland Security and Federal Emergency Management Agency with Department of Defense support for consequence management. Foreign Consequence Management is defined by DODI 2000.21 as response to a deliberate or inadvertent chemical, biological, radiological, nuclear and high-yield explosive event as requested by the host nation through the lead federal agency, which in a FCM event is the Department of State.

The Civil Support Team

One of the 7th CSC's significant capabilities that can be employed during a FCM incident is the 773rd Civil Support Team or CST. Mirroring U.S.-based CSTs, the 773rd is the only one stationed on foreign soil and unique to the U.S. Army Reserve. The civil support team's mission is to assess, identify, and advise and assist the incident commander during a CBRNE event. This can be challenging in a FCM environment due to a myriad of response capabilities and procedures in the 7th CSC's area of responsibility. The 773rd is uniquely designed to bridge that gap.

Civil Affairs

The 361st Civil Affairs Brigade mobilizes and deploys its assets to conduct civil affairs operations in

Sgt. Jason Chandler from the 7th Warrior Training Brigade of the 7th Civil Support Command explains the proper procedures on how to don a Joint Service Lightweight Integrated Suit Technology protective over-garment in January while Bosnian Sgt. 1st Class Nebojsa Tripunovic demonstrates, in Tuzla, Bosnia. (Photo by Lt. Col. Byron Johnston, 361st Civil Affairs Brigade, Unit Public Affairs Representative)

support of the ground commander's civil military operations for the purpose of minimizing negative impacts on civilian populations, restoring essential social services and critical infrastructure, and enhancing U.S. military and interagency activities.

Transformation-Based Brigade Structures

The command continues to implement the transformation plan directed by the USAREUR commanding general. The previous structure was very linear with the majority of the subordinate units directly reporting to the headquarters. In order to streamline the command and control reporting procedures, all units re-organized to report directly under four designated brigades. This created a reporting chain and capitalized on the expertise of colonels.

First, the 361st Civil Affairs Brigade consists of the 457th Civil Affairs Battalion and 89th Chaplain Detachment. The chaplain detachment assists the commander in ensuring the right of free exercise of religion and by providing spiritual, moral and ethical leadership for Soldiers, Families and DoD civilians.

Second, the 196th Medical Support Unit-Europe includes the 771st and 773rd Civil Support Teams. The medical unit provides health service support and combat casualty care, and consequence management support to the 7th CSC, Europe Regional Medical Command and USAREUR in a joint and coalition environment.

Third, the 209th Army Liaison Team is currently comprised of the 772nd CST, which is converting to an Army liaison team, and 774th CST, which is scheduled to deactivate. The Army liaison team is capable to deploy and conduct liaison activities during full spectrum operations or during stability and support operations of echelons above corps. The 774th CST is designated as a battalion-level element comprised of the 406th Human Resources Company, which includes the 793rd, 1172nd and 1177th Movement Control Teams. The human resources company provides command and control, and technical support of all assigned or attached platoons and teams that conduct theater-level reception, replacement, returns-to-duty, rest and relaxation, and redeployment; and casualty and postal support to the theater of operations conducting accountability of transient personnel and their



coordination of movement. Movement control teams manage movement operations at water or aerial ports or other transportation nodes in order to support land forces.

The 209th ALT will add the following units under its structure starting this year: the 589th Engineer Detachment is scheduled to activate Sept. 16, 2010, and 221st Public Affairs Detachment is scheduled to activate Sept. 16, 2011.

Finally, the newly designated 7th Warrior Training Brigade or WTB is comprised of the Schools Battalion, Noncommissioned Officer Academy, Training Support Battalion, and 88th Chaplain Detachment.

The WTB conducts year-round courses and employs Mobile Training Teams to support the Joint Multinational Training Command, 7th CSC and 21st TSC as needed for skill trained Soldiers and leaders in support of the theater security cooperation agreements. The Schools Battalion is focused on teaching both Officer Education System and Soldier skills courses. The 7th CSC currently has instructor teams that are teaching the Intermediate Level Education course in three locations, in Grafenwohr and Heidelberg, Germany and in support of theater stability operations for KFOR in Camp Bondsteel, Kosovo.

The Noncommissioned Officer Academy provides primary instruction to junior leaders through the Warrior Leader Course for specialists and sergeants, and the Advance Leader Course for sergeants and staff sergeants. The Training Support Battalion provides Traveling Contact Teams to support the Military-to-Military program and Mobile Training Teams to support units, Soldier skill training and leader development. The Training Support Battalion recently sent a team to Bosnia-Herzegovina to conduct NBC training with the Bosnian Army. Finally the smallest element of the Brigade, but one of the most important, the 88th Chaplain Detachment is currently deployed in support of Operations Iraqi Freedom to Tikrit, Iraq.

In addition to Soldiers and officers deployed to OIF and OEF, the brigade has teams of Soldiers deployed in theater to support the JMTC and USAREUR Theater Specific Individual Readiness Training mission and in support of the Patient Liaison mission at Landstuhl Regional Medical Center.

All the brigade-level commanders assume command and control for operations and training, provide administrative and logistical support to their respective subordinate units.



Soldiers of the 7th Civil Support Command secure equipment to load onto a mock C-130 military cargo plane at the Deployment Processing Center, Rhine Ordnance Barracks, Germany, Jan. 26. The Soldiers took part in Bavarian Thunder 2010, an exercise to better prepare the Incident Management Team for its role as first responders to a disaster. (Photo by Staff Sgt. Sylvia Cummings, 7th CSC)

Military-to-Military Program

To support the U.S. European Command's Mil-to-Mil program, a Traveling Contact Team, including members of the 361st CAB and 7th WTB, conducted an information exchange Jan. 26-28 in Bosnia-Herzegovina as a starting point for the country's nuclear, biological and chemical units in developing standards for training in accordance with U.S. and NATO procedures. This helps to reform defense establishments by strengthening and mentoring the Bosnia-Herzegovina Ministry of Defense, Joint Staff and Operational Command. In November 2009, the 209th ALT conducted a Mil-to-Mil event on the NCO's Role in Battle-Oriented Training in Bosnia-Herzegovina to introduce their NCOs to the U.S. Doctrinal concept of Battle Oriented Training and the role the NCO has in preparation and execution of unit training plans.

Conclusion

The 7th CSC is USAREUR and the Army Reserve's only civil support command capable of expeditionary command and control, consequence management and civil affairs capabilities, support and expertise. There is no other Army Reserve unit with a foreign consequence management mission in the Army. The command is "An Ocean Closer" to mitigate disasters or malicious acts on foreign soil that are of interest to the United States.



Operation Varsity 65 Years Later

A Soldier with the 21st Theater Sustainment Command's 5th Quartermaster Detachment gathers the cords from his parachute in preparation for packing it up after jumping from a C-130 Hercules during the 65th Anniversary of Operation Varsity in Rees, Germany, March 27. More than 16,000 paratroopers and several hundred aircraft were involved in the original assault in 1945. (Photo by Staff Sgt. Michael J. Taylor)



21st Theater Sustainment Command
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