



21st Theater Sustainment Command

MILLRINDER

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2009 Issue 2



Reset & Reintegration

In This Edition of the Millrinder

Resetting the Team to be Ready for the Fight

Deployment Cycle Support—The What and Why of Reintegration

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By Orval Windham

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After being deployed for a year or longer, the last thing any Soldier wants to do is complete stacks of paperwork and sit through weeks of briefings. On the other hand, the demands of long-term deployments can have a number of adverse effects that may need to be addressed promptly.



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Each edition of the *Millrinder* features a pull-out poster. This edition features the 21st TSC SOY/NOY Competition.

Spc. Nathaniel Kozak is welcomed home by his spouse, Katharina, recently in Hohenfels, Germany. Kozak just returned from a 15-month deployment in Afghanistan with the 527th Military Police (MP) Company, 709th MP Battalion, 18th MP Brigade, 21st Theater Sustainment Command. (Photo by Kristin Bradley, *Bavarian News*)



From the Commanding General

It's a tremendous honor and privilege to command the 21st Theater Sustainment Command. My family and I thank all from this command, the U.S. Army Europe command and staff, and community members throughout Europe who have welcomed us into this assignment. Getting your family organized and settled can be both an adventure and a challenge, even for general officers, and I know how critical it is to the well-being of our Army family, including Soldiers, Civilians, Families, and our other military service and host nation partners. How well we integrate those who choose to serve—and those who support our service members—sets the foundation for success in all of our critical missions.

In the two months since we've joined the 21st TSC team, we've already seen many changes: the great 18th Engineer Brigade redeployed from 15 months in Iraq, changed commanders, and joined the 21st TSC team. We now number more than 12,000 strong with additional skill sets and capabilities for missions supporting forces in three theaters: EUCOM, CENTCOM, and AFRICOM.

We each bring our individual skills, talents, and energy to the team. Leadership, from squads through TSC headquarters, is about harnessing that energy and those talents to accomplish missions that our country asks us to perform—missions that require diverse talents and teamwork. It is our duty and honor to perform them to the best of our collective abilities. Read Command Sgt. Maj. David Wood's article on serving in this edition of the Millrinder. It is inspirational. And speaking of Command Sgt. Maj. Wood, we're very proud of his selection to serve as the command sergeant major for U.S. Army North and Fifth Army, headquartered in San Antonio, Texas. The 21st TSC has benefitted so much from his frontline leadership and intense caring for Soldiers and Families; we know he will have equal success with our teammates at Fifth Army.

This edition of the Millrinder magazine is dedicated to Reintegration and Reset, two of our critical missions as the single Army logistics command in the European theater. Soldiers are our greatest assets and to ensure they are focused on the mission, we make it our priority to make the transition process as smooth as possible before, during and after deployment. This calls for transitioning our Soldiers back from deployments, Reintegrating them with their families and the communities and ensuring returning equipment is properly accounted for, upgraded and prepared for next missions in minimal time. This part of our sustainment mission is extremely vital since more than 40 percent of our Soldiers from 45 units are deployed to overseas contingencies at any given time.

Articles in this edition address different aspects of Reintegration and Reset: personnel Reintegration, equipment Reset, and the planning process that makes it all happen. The information offered is intended for all our Millrinder audiences, not only our service members. This brings up a good point. We received very positive feedback from family members regarding the spring edition of this publication. The comments central theme was that this magazine gives loved ones and friends a chance to see what we do on a daily basis, which helps them better understand our jobs and where we fit into the big picture of deployments and Army requirements. We think it's a handy reference to have at your fingertips, but you can also get to it online anytime at 21st TSC's website: www.21tsc.army.mil.

There are other very useful links on our site as well. The 21st TSC public affairs staff created several pages for topics we felt would benefit you, and some that were generated from your questions. One is our sponsorship page: www.21tsc.army.mil/21tsc/sponsorship.htm. This page has numerous phone numbers and links to the agencies that can provide information on your assignment, and ensure you are assigned a sponsor to help you in your transition to Europe. On the same page you will find links to:

- The Kaiserslautern Garrison
- The Reception Center at the Frankfurt International Airport
- Housing Assistance

Some other links you might want to browse are the retention link and the links under the command interest area, which include information on the Post- 9/11 GI Bill, and while you're at it, check out the previous edition of the Millrinder and other stories on the homepage. We appreciate your readership and your feedback, and we look forward to your comments.

Lastly, let me express my great appreciation to Lt. Col. Anna Friederich-Maggard and the Millrinder staff for another terrific edition.

FIRST IN SUPPORT!

Maj. Gen. Patricia E. McQuiston
Commanding General

Command

Maj. Gen.

Patricia E. McQuiston

21st TSC, Commanding General

Command Sgt. Maj.

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The colors of all the 21st Theater Sustainment Command's units are dipped low while the national colors of Germany and the United States stand tall during the playing of the German and American National Anthems at the 21st TSC's change of command ceremony Aug 20. (Photo by Sgt. Frank Sanchez III, 21st TSC Public Affairs)

Gen. Carter F. Ham hands the colors of the 21st Theater Sustainment Command to its new commanding general, Brig. Gen. Patricia E. McQuiston, during the change of command ceremony at the sports field on Daenner Kaserne Aug. 20. (Photo by Sgt. Frank Sanchez III, 21st TSC Public Affairs)



Col. Jeffery Miser, the commander of the troops, leads the reviewing party comprised of Brig. Gen. Patricia E. McQuiston, Gen. Carter F. Ham and Maj. Gen. Yves J. Fontaine during the change of command ceremony. (Photo by Sgt. Frank Sanchez III)

21st TSC Welcomes New Commanding General

By Angelika Lantz

Even the hottest day of this summer could not keep the large number of guests, Soldiers, civilian employees and Families away.

They attended the 21st Theater Sustainment Command's change of command ceremony at the sports field on Daenner Kaserne, Kaiserslautern, Germany, to wish their former commanding general, Maj. Gen. Yves J. Fontaine, and his wife, Kathy Fontaine, a fond farewell. But they also came to meet and welcome their new commanding general, Brig. Gen. Patricia E. McQuiston and her husband Leif Johnson.

The ceremony Aug. 20, which began with a cannon salute and a joint troop inspection, was hosted by Gen. Carter F. Ham, the commanding general of U.S. Army Europe and Seventh Army.

After passing the command's colors to McQuiston, Ham acknowledged the "accomplishments of the Fontaine command team."

"General Fontaine, the Soldiers and civilian employees of the 21st TSC have truly benefited from your leadership. You transformed the 21st TSC into a unit of warriors focused on supporting Soldiers ... Soldiers and commanders alike know the 21st will deliver the right stuff to the right place at the right time," he said.

Ham also found words of appreciation for "the better half of the Fontaine command team," he said.

"To Kathy Fontaine, we also owe our appreciation. A true leader and mentor to family readiness group leaders and family members, her dedication to Sol-



diers and Families is evident in her many volunteer activities," Ham said.

Additionally, Ham encouraged and welcomed the new commander.

"To Brigadier General McQuiston, welcome to Germany and the 21st TSC. You have inherited a command with a workforce that has an expeditionary mindset and a "can do" attitude. I know that you will prepare them for the inevitable challenges that lay ahead. I wish you the best of luck and know you will do well," he said.

When Fontaine took the microphone, he expressed his gratitude to all who participated in the change of command ceremony and emphasized that leaving a command is not easy.

"Well, the moment any commander dreads has come – the time to relinquish command, and it is with sadness that Kathy and I and our daughter Genevieve leave because we have thoroughly enjoyed being part of this fantastic organization – an organization that accomplishes its missions on a daily basis without much fanfare, without much accolades but to perfection all while taking time to care for Families," he said.

Fontaine will next serve as the commander of the U.S. Army Sustainment Command in Rock Island, Ill.

McQuiston joins the 21st TSC from the Defense Supply Center Columbus headquartered in Columbus, Ohio, where she served as the commanding general for the past two years.

She, too, thanked the Soldiers on the field and noted that the command's "tremendous reputation" as the premier sustainment command had been recounted to her numerous times since being selected for the command post.

"I am committed to maintaining this reputation," she said.



Transforming in Support of U.S. Army Europe

By Maj. Gen. Yves J. Fontaine and Maj. Grant Morris

“A warfighting Theater Sustainment Command providing expeditionary sustainment within a theater of operations while sustaining force projection and the sustainment base. A team of Warriors as flexible and agile as the units we support. A War Focused Outfit!”

In September 2005, U.S. Army Europe (USAREUR) operationalized the USAREUR plan supporting Army modularization and global rebasing, directing the downsizing and transformation of almost every Army activity in Europe. In July 2007, USAREUR officially transformed the legacy three-tiered echelons above brigade (EAB) logistics infrastructure to a single command, the 21st Theater Sustainment Command (TSC)—the only forward stationed, active component Theater Sustainment Command providing day-to-day operational sustainment to two Combatant Commands.

Since 2007, the 21st TSC has undergone both a physical and mental transformation. Physically, the organization has added several enabling functions, such as human resources, finance and operational contracting. Mentally the TSC has developed an expeditionary-mindset focused on five lines of operation which guide the command as we support the day-to-day activities of USAREUR.

The 21st TSC Lines of Operation

Support Overseas Contingency Operations and Theater Operations

As the requirement to provide trained and ready forces to ongoing overseas contingency operations remains our first priority, we have developed several systems to increase our ability to educate and train both deploying units and individual augmentees. In Fiscal Year 2009 (FY09), the 21st TSC deployed six units, redeployed fourteen, and currently has 33 units and 25 individual augmentees deployed in support of operations in Kuwait, Iraq and Afghanistan. Setting the stage for successful deployment, we have developed a training model focusing on individual and collective competencies which culminates in a unit level certification exercise. Similarly, the 21st TSC has developed

an individual augmentee training support package designed to quickly ready Soldiers to join units already deployed. In coordination with the 7th Army Joint Multinational Training Command (JMTC), in February, the 21st TSC conducted a pilot program at Panzer Kaserne, Kaiserslautern, Germany, where 41 Soldiers from around Germany received individual readiness training (IRT) in preparation for deployment. Over the past year, we have prepared more than 4,000 Soldiers for duty in Operations Enduring Freedom and Iraqi Freedom.

In addition to our capability to train Warriors, the support we provide to units deploying to contingency operations is top notch. Through the Deployment Processing Center at Rhine Ordnance Barracks, Germany, in FY 2008, we supported the deployment of 17,900 Soldiers and 760 short tons of equipment. We provide robust Fort-to-Port and transload capabilities in support of unit rotations to Kosovo, Joint Task Force East, Operations Enduring Freedom, and Iraqi Freedom. We provide sustainment stocks and monitor the distribution network to the CENTCOM AOR, including the new northern distribution network to OEF. At the same time, the 21st TSC provides reach back maintenance capability to Army Central Command (ARCENT) as needed.

- Support Overseas Contingency Operations and Theater Operations
- Transform the 21st TSC into an Expeditionary Force
- Sustain the Theater Base
- Soldier and Family Welfare
- Build the Bench

21st Theater Sustainment Command (TSC) Lines of Operation



Soldiers from the 39th Transportation Battalion's Movement Control Team secure a stack of four portable housing units to a T3 pallet train of three 463L Air Force pallets. The entire mission to support President Barack Obama's decision to increase troop strength in Afghanistan, which required a total of 18 C-5 Galaxy aircraft flights, was completed Feb. 18. (Photo by Staff Sgt. Tyrone Basnight)

With one of the highest operational tempos in the Army, European-based forces are constantly shifting between the combat zones and their garrisons, leaving rear detachments to shoulder the burdens of day-to-day garrison operations. One of the primary missions of the Sustainment Command is to relieve the rear detachments of their vehicle and equipment maintenance requirements; this is done through the left-behind equipment (LBE) program. The LBE program takes the maintenance burden from rear detachments by inventorying and removing non-deploying equipment from the unit's property book, maintaining that equipment to the Army's 10/20 standards, and storing the equipment until the unit returns.

Since the inception of the LBE program in FY07, the TSC has continually refined the process of equipment induction to streamline equipment handover and accountability. In the initial program, unit equipment was consolidated in unit motor pools and contractors were hired to maintain the equipment at seven different sites around Germany. Because this initial method of maintaining LBE proved cumbersome and difficult to manage, in FY08, USAREUR adopted the Army Materiel Command (AMC) model of consolidating equipment into two sites, thus reducing the need to oversee multiple storage sites. We will further consolidate LBE under the mega-hub concept at the Theater Logistics Support Center-Europe (TLSC-E) in Kaiserslautern with a smaller, tracked vehicle repair facility in Livorno, Italy. This new model maxi-

mizes our resident local national work force and reduces storage and maintenance costs. Over the past two years we have aggressively worked to close six of ten operating sites and by the end of FY10 the remaining sites will be closed.

Transform the 21st Theater Sustainment Command into an Expeditionary Force

Over the past two years the 21st TSC has transformed through a combination of organizational, cultural, physical and training conversions, allowing the 21st TSC the ability to provide sustainment in support of multiple operations over long distances in the U.S. European Command (EUCOM) and U.S. Africa Command (AFRICOM) areas of responsibility. We streamlined the staff processes and the commander's decision cycle by implementing the combined operations and intelligence center (COIC) within our main command post, which broke down traditional barriers to staff collaboration. This shift, along with the integration of several automated systems and strategic partners, has increased the quality and velocity of information available to the 21st TSC senior leaders.

To accompany the development of our COIC we have also built a tailorable command post capable of deploying on short notice to synchronize sustainment. This capability provides the USAREUR Commander a forward logistics command and control node anywhere in the EUCOM and AFRICOM

areas of responsibility until an Expeditionary Sustainment Command (ESC) can be leveraged to command and control the operation. Once deployed, the forward command post provides the Army service component commander the ability to command and control theater opening, initial distribution operations, and reception, staging, and onward movement (RSO) of forces, while allowing for simultaneous European theater sustainment from the COIC. With this new capability, EUCOM can leverage the land component's logistics command and control and theater opening infrastructure to provide unity of command as a single logistics headquarters synchronizes and de-conflicts support requirements across the services.

The initial test of our main command post COIC and forward deployed command post came in May 2008 when the 21st participated in exercise Austere Challenge '08, a EUCOM directed exercise designed to train and certify a joint task force (JTF) to conduct joint operations in response to a crisis affecting the EUCOM area of responsibility. During the exercise, the 21st TSC successfully forward deployed a command post and sustained the land component in major combat operations while simultaneously maintaining EUCOM-wide sustainment from our main command post in Kaiserslautern, Germany.

The Austere Challenge series of exercises allows the 21st TSC forward command post and COIC the ability to synchronize sustainment by linking to a joint force land component command (JFLCC), JTF, and other service components through boards, bureaus, centers, cells, and working groups (B2C-

2WG). At Austere Challenge '09, our focus was to operate as the JFLCC J4 and exercise our command and control through increased split-based operations, maintaining the majority of the command's capability in the main command post and leveraging reachback for capabilities outside of the joint operating area.

Following the successful deployment of a forward command post in Austere Challenge '08, the 21st TSC was tasked to support the humanitarian crisis in the country of Georgia (Operation Assured Delivery) in August and September of 2008. With nearly no notice for deployment, a small element of the 21st TSC headquarters deployed and formed the core of the EUCOM Joint Assessment Team (EJAT), integrating members of the Navy, Marines, Air Force, and Army Reserve forces into our staff. Throughout the crisis, the EJAT validated many of the processes and procedures the 21st TSC developed during Austere Challenge '08. While the 21st TSC provides a number of joint sustainment capabilities to EUCOM on a daily basis as the lead service or executive agent, this operation provided a significant opportunity to mature our ability to provide joint sustainment during expeditionary operations.

As the single Army logistics command in USA-REUR, the 21st TSC has the responsibility to maintain an expeditionary logistics capability and a garrison-based sustaining capability. By 2010, the vast majority of the TSC's expeditionary capability will reside in the 16th Sustainment Brigade, which stood up in FY 2007 giving the TSC the capability of supporting two contingency operations simultaneously. The brigade will provide maintenance, supply, am-

The Theater Logistics Support Center-Europe's Maintenance Activity Kaiserslautern repair facility performs work on left-behind equipment. (Photo by Staff Sgt. Tyrone Basnight)





A Soldier exits the side door of an upside down Humvee Egress Assistance Trainer on Panzer Kaserne. The HEAT Trainer simulates the effects of a flipped-over Humvee. Soldiers use the HEAT as a training tool to better prepare them for the possibility of a vehicular rollover. The HEAT training is part of the 21st Theater Sustainment Command's Theater Specific Individual Readiness Training on Panzer Kaserne. (Photo by Angelika Lantz)

munition, transportation, aerial delivery, human resources, finance and deployment support to the 21st TSC and USAREUR with two Combat Sustainment Support Battalions (CSSBs) and two Movement Control Battalions (MCBs). Complimenting this expeditionary capability is the Theater Logistics Support Center-Europe (TLSC-E). This organization, headquartered in Kaiserslautern, consists mostly of German civilians and is non-deployable. Its mission is to provide USAREUR a theater sustainment base consisting of maintenance, supply, ammunition and transportation.

As part of the sustaining base mission the TSC partners with our national providers, the 405th Army Field Support Brigade (AFSB), the 409th Contracting Support Brigade (CSB), the Defense Logistics Agency-Europe (DLA-E) and the 598th Transportation Group (SDDC). Together, with the TLSC-E these organizations provide the core capabilities to support deploying units and sustain the theater base. The 405th AFSB provides acquisition, logistics and technology integration, as well as sustainment aviation maintenance, while the 409th CSB provides contingency contracting to both the theater sustainment base and expeditionary forces while DLA provides centralized multi-class stockage and distribution. The 598th Transportation Group is our link to the Surface Deployment and Distribution Command (SDDC) and therefore our link to the global distribution systems. In coordination with the TLSC-E's capabilities for centrally managed programs, such

as the National Maintenance Program, reset, recapitalization, application of modification work orders, and other commodity-specific repair programs, the 21st TSC is capable of providing theater wide sustainment support for USAREUR.

In addition to our sustainment capabilities, the 21st TSC boasts a wide range of Combat Support skills such as law enforcement, operational contracting and explosive ordnance disposal. Adding to these capabilities, in 2007 USAREUR assigned its Cold War structured 7th Army Reserve Command, focused on rear area security, to the 21st TSC and charged the 21st to transform this organization into the 7th Civil Support Command (CSC) by 2009. With its new mission, the 7th CSC is focused on providing consequence management and civil affairs capability to USAREUR, with the goal of providing a fully operational headquarters by 2011.

In 2008, the 21st TSC added two new organizations, the 266th Financial Management Center (FMC) and the Human Resources Sustainment Center-Europe (HRSC-E). These organizations provide the TSC the capability to sustain theater-level personnel support to USAREUR units and to conduct technical certification of skills such as financial management, postal and human resource support, certified by the Colonel-level directors of the FMC and the HRSC-E. The integration of these technical experts ensures that human resources, postal, and finance units can perform their highly specialized functions in a deployed setting.

Sustain the Theater Base

In addition to providing maintenance support to units while deployed, the 21st TSC provides critical reset maintenance support to units during their entire redeployment cycle. Under a new Department of the Army reset model, the reset process starts 180 days before a unit completes its combat rotation. The 21st TSC, with AMC forward deployed assets in Iraq and Afghanistan, work to determine the source of repair (or reset) for thousands of pieces of deployed equipment. Some major end items are sent to AMC depots in the continental U.S. (CONUS) for reset, while others are repaired at one of four maintenance sites managed by 21st TSC across Europe. Every piece of equipment is tracked to its source of repair, through its progress during the maintenance program, and finally to delivery to the user in time for the unit's next deployment training cycle.

Over the next five years, the TSC will continue to develop five CoEs, providing consolidated sustainment level maintenance with satellite store front operations within the enduring communities. Three of these centers consolidate maintenance capabilities which reside in the TLSC-E in Kaiserslautern; the fourth will leverage AMC's Theater Aviation Support Maintenance-Europe (TASM-E) operated by the 405th AFSB; while, the fifth center leverages the DLA's, Defense Distribution Depot Europe (DDDE).

In Kaiserslautern, the TLSC-E commands and controls the Maintenance CoE providing field level maintenance in support of the LBE program and sustainment-level wheeled vehicle maintenance in support for the theater. This year, we will consolidate both Army-owned logistics automation systems repair and Program Manager-owned Radio Frequency Identification (RFID) tag repair in Kaiserslautern to develop the Standard Army Management Information Systems (STAMIS) CoE. The Communications CoE, which will have initial operating capability in Kaiserslautern in FY13, will support Joint Network Node (JNN), electronic warfare equipment, communications security equipment, night vision, tactical satellite and legacy communications equipment. At end state, each of the CoEs will provide a storefront capability within each community to establish work orders and to expedite the retrograde and return of unit equipment. These CoEs and storefronts provide USAREUR units one-stop shopping for all supply and maintenance needs.

The fourth CoE, providing sustainment-level maintenance, is the Aviation CoE operated by the 405th AFSB in Ansbach. By 2011, this CoE will be co-located with the 12th Combat Aviation Brigade (CAB) and will augment the CAB's limited sustainment-level maintenance capability. The workforce



behind this CoE is the AFSB's TASM-E currently providing reception, staging and onward movement, modification work orders, aircraft reset, crash and battle damage repair, and downed aircraft recovery support within the EUCOM Area of Responsibility.

The final CoE, the Distribution CoE, in Germerseheim, operated by the Defense Distribution Depot Europe (DDDE) combines the Theater Consolidated Shipping Point-Europe (TCSP-E) with the Army-owned, DLA-managed, demand-supported serviceable stocks warehouse. Since 2006, this marriage between supply and transportation has created a theater-wide distribution capability unique to USAREUR. By 2012 DDDE will compliment this capability with the addition of Hazardous Material (HAZMAT) storage and distribution.

A key to provide successful sustainment in USAREUR is the establishment of strong theater security cooperation and host nation engagement programs. Within the TSC COIC we have developed a robust host nation coordination and civil military operations capability. In 2007, this organization took on the daunting task of expanding the commands reach to Eastern European nations while maintaining solid relations with our historic European partners. As the EUCOM lead service for common user land transportation and theater movement control, the 21st TSC regularly exercises the ground lines of communication from Germany to Kosovo, in support of KFOR, and the Black Sea countries of Romania and Bulgaria, in support of Joint Task Force East (JTFE). In addition to exercising our lines of communication, the command regularly participates in cooperation exercises as far east as Georgia and Azerbaijan and recently tested the distribution net-



Sgt. Amir Zandi Karimi is welcomed back by his spouse and daughter at Spinelli Barracks, April 14. The Soldier from the 566th Postal Company, 28th Transportation Battalion, 18th Military Police Brigade, 21st Theater Sustainment Command, just returned from a 15-month deployment to Afghanistan. (Photo by Sieg Heppner, USAG Mannheim Public Affairs)

work from central Germany to Baku, Azerbaijan. In April 2009, we re-kindled our relationship with one of our longest standing partners and we worked with the United Kingdom's 102nd Logistics Brigade in exercise Austere Challenge 09. Over the coming year, we will continue to sustain relations with old and new partners alike.

Soldier & Family Welfare

As with every Army organization, Soldiers and their families are our center of gravity, without them we could not accomplish the many changes necessary to transform the 21st TSC into an expeditionary sustainer. In addition to our continued focus on Soldiers, we have instituted many new programs aimed at caring for the families of our deployed Soldiers and Wounded Warriors through the Army Family Covenant (AFC).

In November 2007, the AFC proclamation was signed in Kaiserslautern transforming the way the 21st TSC cares for the families of our deployed Soldiers and the Soldiers in the Warrior Transition Unit (WTU). Since the signing of the AFC, many changes have taken place for the 21st TSC's Soldiers. Most notably, AFC provides a wide range of services for spouses of deployed Soldiers through the child development centers (CDCs) and youth services aimed at reducing the cost of child care and easing the burdens of our family members. In addition to providing care for our spouses, AFC dollars renovated the WTU facilities at Landstuhl Regional Medical Center and provides free shuttle bus service for WTU Soldiers attending medical appointments.

In the Kaiserslautern Military Community, many

of the services available to families are offered by the U.S. Air Forces in Europe (USAFE) at Ramstein and Vogelweh Air Force Bases. To ensure Army families receive AFC benefits on Air Force installations, USAREUR and USAFE signed an Inter-Service Support Agreement in November 2008 creating a joint base concept for the community. Now families of deployed Soldiers have the ability to receive the same AFC benefits in their home community.

Build the Bench

In 2009, the U.S. Army announced the Year of the non-commissioned officer (NCO). With this renewed Army wide focus on NCO leadership, the 21st TSC enacted several programs aimed at the development of tactically and technically proficient NCO leaders. To facilitate quality training, over the past two years we have created tremendous training capabilities at Panzer Kaserne in Kaiserslautern, Germany. Commanders have the ability to train their Soldiers on all weapons systems in the engagement skills trainer (EST); train individual skills, small unit tactics, fieldcraft and pre-combat checks in the virtual battlespace 2 (VBS2); and drill Soldiers on rollover safety in the Humvee egress assistance trainer (HEAT). In addition, we have added the capability to train collective tasks in our mock-up village and forward operating base.

Since its 2007 transformation from a Theater Support Command to a Theater Sustainment Command, the 21st TSC has undergone a wide range of change from centers of excellence to expeditionary capabilities to family programs. In less than two years, the 21st TSC has established itself solidly as the single Army logistics provider in Europe. As USAREUR continues its transformation over the next four years the TSC will continue to right-size the logistics community as we fine tune the logistics stance to better serve USAREUR's transformational evolution. We see a host of small, yet significant changes in our business practices to better support the overseas contingency operations and sustain theater operations. We will accomplish these missions while sustaining the well-being of Soldiers, families, and civilians. Through it all, the 21st Theater Sustainment Command remains – A war focused outfit... First in Support!



Enlistment: What It Should Mean to Every Soldier

By Command Sgt. Maj. David D. Wood
21st TSC Command Sergeant Major

“I do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.”

There are a number of reasons why Soldiers elect to join the ranks of military service. Though we are all considered patriots, as American Soldiers, it’s no secret that patriotism isn’t always the driving force behind enlistment. Nor does it have to be. Your reasons should be your own - this is an all-volunteer force, after-all. What is important is recognition of the rules and ideas you agreed to live by, in your Oath of Enlistment. Patriotic or not, you raised your right hand and affirmed to serve the nation.

The Army is an organization that is built on more

than two hundred and thirty-four years of proud heritage. It is based on integrity, courage, selflessness, and brotherhood. Enlisting into this organization makes you part of something far greater than any individual. You become a load-bearing component of a unit or element. You are depended on by your fellow Soldiers to the left and right of you. Failure in this organization isn’t felt by only one. It ripples out with a blast-radius that shakes the foundations of your entire outfit. It could mean the lives of yourself and/or your comrades.

It is for this reason that every Soldier has the per-



sonal responsibility of knowing their job, knowing their warrior tasks and drills, and living by the words they spoke when they raised their right hand before the colors of a nation that they should proudly serve. "I do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God." There are many creeds and acronyms that spell out what it means to be a Soldier, and/or a Non-Commissioned Officer. And as a Soldier, you've probably got them all memorized. What about that oath? Do you have it memorized? Do you understand what it means? Do you live by it? Memorizing and regurgitating creeds and acronyms doesn't necessarily mean that you're living the life that you swore to live. Being a Soldier goes beyond the conscious efforts we make daily. It is something inside of you, that becomes second-nature. It is what brings out greatness in the most dire of situations or circumstances. It is living to serve the people of the United States of America. For Noncommissioned Officers, it is especially important that these values be taken seriously. You, as a sergeant, are a servant, by definition. The word sergeant is derived from the Latin word *serviens*, which means "one who serves." You serve your country, your Soldiers, and your chain of command. It is your responsibility to ensure that missions are carried out successfully, and Soldiers are taken care of. You should be a role model for future sergeants. You should define what it means to be a Soldier. Ensure that your Soldiers are mentored and brought up in the ranks with the training and ideals that the next generation of sergeants requires to succeed. If your children choose to serve in the future, would you want your Soldiers to lead them? You should. You should instill the values and abilities into your Soldiers that make them suitable leaders for the future of our Army. It is said that sergeants are the backbone of the Army. A weakened spine makes it that much easier to cripple our force. So strengthen up, and prove to yourself and your Soldiers why you deserve to be part of that backbone. Live not only by the NCO Creed, the Soldier's Creed, and the Army Values. Also, remember what you swore you would

The smoke from the cannon salute settles in the background as a Soldier from the 5th Quartermaster Company helps retire the colors during a retreat ceremony on Panzer Kaserne, Germany. Being a Soldier is living to serve the people of the United States of America. (Photo by Sgt. Fay Conroy)



A Soldier has the personal responsibility of knowing the job, knowing the warrior tasks and drills, and living by the words spoken when they raised their right hand before the colors of a nation that they should proudly serve. (Photo by Sgt. Frank Sanchez, III)

do for your country. Defend against all enemies as ordered, bear true faith and allegiance, and serve your country with pride.

If any Soldier feels unable to fulfill this end of their obligation to the Nation, it is important that they recognize this for themselves. If you know you can't perform or live by the oath you swore to, then you should have the personal courage to make the correct decision when in your reenlistment window. Make the decision that is best for the Army, not for your bank account. The Army isn't a job, or a paycheck. It is an honor. As enlistment goals continue to be met at record pace, fewer openings in our ranks are available for Soldiers who truly want to serve. There are many reasons why Soldiers elect to join the ranks of military service, but if you can't commit to the position, and serve your country as a Soldier - no matter your reasons; step aside, and let someone else do it. It is your duty to do your part to ensure that our force continues to keep America strong.







U.S. Army Reserve Command in Europe Transforms for New Mission

By Maj. Francis C. Suyak
7th Civil Support Command Public Affairs

When disaster strikes within the 21st Theater Support Command's area of responsibility, whether man-made or natural, the 7th Civil Support Command (CSC) is there to help. The 7th CSC, the U.S. Army's first, and so far only, civil support command dedicated to foreign consequence management, was recently established in Kaiserslautern, Germany, the logistical hub of U.S. operations in Europe.

With 15 units and nearly a thousand Soldiers, the 7th CSC is the only U.S. Army Reserve command assigned to an active component and headquartered outside the continental United States. As the transformation of the U.S. Army in Europe progresses, so too does the Army Reserve structure in Europe. The 7th CSC is transforming from its traditional role of augmentation to the active component, to a force providing new capabilities focused on consequence management and civil affairs.

Lt. Col. Otto C. Fiala, center, of the 7th Civil Support Command (CSC), checks with local citizens about the needs of the displaced population in Gori, Republic of Georgia Aug. 25, 2008, after the Russia and Georgia conflict. Fiala is a member of the civil affairs team that was mobilized from the European-based 7th CSC out of Germany to support Operation Assured Delivery. (Photo courtesy U.S. Army Reserve)



U.S. Army Europe did not have a resident civil affairs capability or a headquarters dedicated to consequence management. The new consequence management capabilities include both technical assessment and evaluation of situations, and a command and control capability to manage follow-on forces on the ground. The civil affairs organizations will provide their traditional role of bridging the gap between military capabilities and civil authorities. With 7th CSC units well along their conversion path, there is little recognition left of the Army Reserve command that supplied Cold War era augmentation elements.

The structure for preparing and responding to chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) incidents in Europe is based on a stateside reserve component organizational model: the Civil Support Team. The 773rd CST will be a full-time 22-member element capable of responding immediately when called upon. Its mission is to conduct presumptive analysis and make assessments within hours of mission receipt. Soldiers of the 773rd CST are members of the Army's Active Guard Reserve Program and home stationed in Kaiserslautern, Germany. CSTs already exist in the National Guard of each state and several territories of the United States and play a significant part of the Department of Defense Homeland Security strategy. By building a CST capability in Europe, the 7th CSC provides a unique and valuable capability for the commander, U.S. Army Europe if or when required.

Additional teams are being trained to provide assessment and command and control capabilities in the aftermath of non-CBRNE incidents. These teams will consist of Army Reserve soldiers who traditionally attend battle assembly one weekend a month and participate in two-weeks of annual training. These units are slated to be located in Vicenza, Italy; and Bamberg and Kaiserslautern, Germany.

Spc. Danny Jennings of the 280th Rear Operations Center inspects a suspected contaminated area during a consequence management familiarization event, at Tompkins Barracks, Schwetzingen, Germany, as part of training geared toward preparing the unit for transformation into a civil support team. (Photo by Staff Sgt. Osvaldo Sanchez, 7th Army Reserve Command Public Affairs Office)

Cpt. Daniel Pierce, left, of the 7th Civil Support Command, and a fellow Soldier, oversee the distribution of vitamins to the local population in Afghanistan. (Photo courtesy U.S. Army Reserve)



Each of these teams are undergoing extensive individual and collective training to respond to consequence management incidents including natural disasters, weapons of mass destruction, or other similar events. In addition to their regular training, members attend the two-month Civil Support Skills course at Fort Leonard Wood, Mo. After all is done, most CST members receive hundreds of hours of training ranging in subjects from dealing with hazardous materials, to planning air loads. The intent is for CST commanders to be able to determine the type and level of hazards present, possible courses of action, and properly employ assets available to address the incident. The first European-based CST will soon conduct collective training validation in order to be certified as mission capable.

“This is the first unit of its type in the Army Reserve and the first on foreign soil,” said Lt. Col. Timothy

Pelfrey, commander of the 773rd CST, about the unit’s unique role. “It presents us with challenges as we establish an initial operating capability. We have been able to benefit a great deal from those lessons learned and best practices from stateside CSTs.”

An additional new capability in the 7th CSC is the 361st Civil Affairs Brigade. The headquarters and its subordinate unit, the 457th CA Battalion, including four line companies, will be stationed in both Germany and Italy. Approximately one-third of Soldiers in the 7th CSC will be assigned to these civil affairs organizations. These high-demand assets are being rapidly established to provide the Army with civil affairs capabilities and become a part of the Army’s global force-pool.

Even elements retained from the old 7th Army Reserve Command will change. The 7th Army Reserve Command’s school will remain at the Joint Multina-



tional Training Command in Grafenwoehr but will be retooled to provide professional development training for Europe-based soldiers, both enlisted and officers in both active and reserve components. The school is transforming to provide qualification courses for military occupational specialties to meet the requirements of the new organizational structure and continue to conduct the entire suite of leadership development courses.

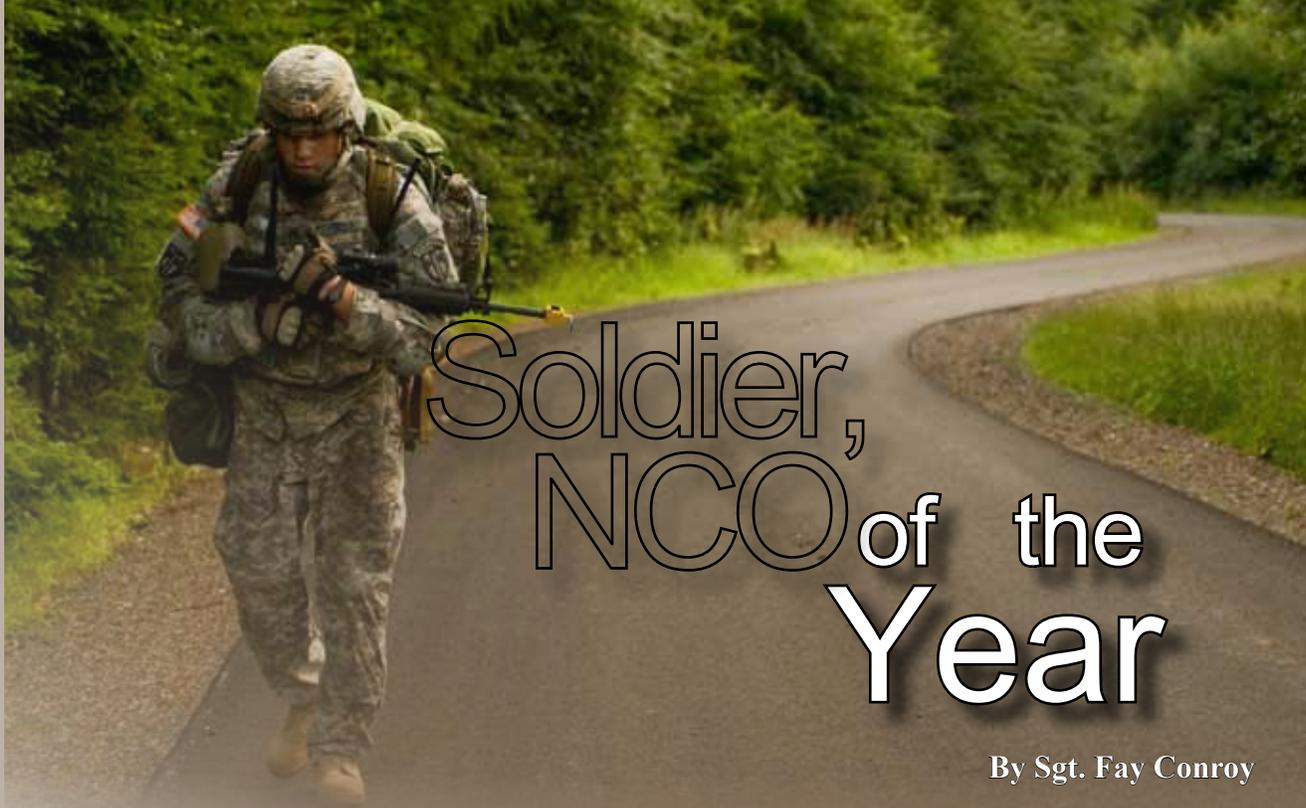
The command's transformation is rounded out

with other capabilities including a human resources company, engineer detachment, army liaison team, public affairs detachment, and medical support unit.

While much of the 7th Civil Support Command is changing, what isn't changing is the dedication that has long been the hallmark of this command. Today's soldiers follow in the footsteps of several generations of Americans who answered the call to service from an already forward-deployed position.



Reps. Joe Donnelly and Steve King visit a temporary housing facility for displaced Georgians in Tbilisi, Republic of Georgia. During the visit the representatives had an opportunity to talk with officials on the front line of the humanitarian assistance effort from the U.S. Agency for International Development (USAID) and World Vision International. (Photo courtesy U.S. Army Reserve)



Soldier, NCO of the Year

By Sgt. Fay Conroy

There would be blood, sweat, but no tears as eight Soldiers from 21st Theater Sustainment Command battled it out to claim the title of Soldier and Noncommissioned Officer of the Year during a competition held in Baumholder June 28 to July 1.

The competitors arrived at Panzer Kaserne for an equipment layout and transportation to Baumholder, and as soon as they arrived, the competition began. They were given map coordinates to the site where they would set up camp. Once they dropped their equipment, they were taken immediately to the start point for the first event of the competition – the 12-mile ruck march, up and down the hilly terrain of Baumholder Training Area. After a small break came the next event, night land navigation.

“It wasn’t easy. The points were far off and with the terrain plus doing it at night, it was pretty challenging. You had to really know what you were doing in order to find the points,” said Staff Sgt. Charles Alexandre, a missile launching station operator with the 7th Air Defense Artillery Battalion.

The competition was fast paced and moved from one event to another quickly without allowing the Soldiers much time to rest. During the competition, the Soldiers did not know what events they would be competing in until they were given a briefing just moments before each event.

Events included a board appearance, which was presided over by Command Sgt. Maj. David Wood, the command sergeant major of the 21st TSC, M16A2 rifle and M249 squad automatic weapons qualifications, reflexive fire with a 9 mm pistol and situational training exercise lanes in full mission-oriented protective posture. The competitors also

did three rounds against combatives experts while wearing their Army combat helmets and body armor and took a physical fitness test on the last day of the competition.

After commending all of the Soldiers for their hard work and determination, Maj. Gen. Yves Fontaine, the commanding general of the 21st TSC, announced Spc. Daniel Micek, representing the 18th Military Police Brigade, as the 21st TSC Soldier of the Year.

Fontaine then announced Sgt. Jason Hancock, a transportation management coordinator representing the 16th Sustainment Brigade, as the 21st TSC NCO of the Year. This was the second time in a row that Hancock has won at this level. Last year he was named the 21st TSC Soldier of the Year.

“When I did it as a Soldier, I was doing it for myself and being a NCO now, I’m doing it to be a role model for other Soldiers and to present to other Soldiers what can be done and what is expected of them,” Hancock said.

“By far this is the most physically demanding competition that I have been in,” said Micek, who serves as a military police Soldier with the 615th Military Police Company, 709th Military Police Battalion. “It’s mainly focusing on how much heart you have and how much dedication you have.”

Micek was announced as the U. S. Army Europe and Seventh Army’s Soldier of the Year August 27 at a ceremony held in Heidelberg.

This page: Cpl. Chadwick Forbes, a military police Soldier rucks up a hill during the ruck march portion of 21st TSC’s Soldier, NCO of the Year competition in Baumholder June 28. Poster on next page by Sgt. Fay Conroy



21ST THEATER SOLDIER,





SUSTAINMENT COMMAND
NCO OF THE YEAR
COMPETITION



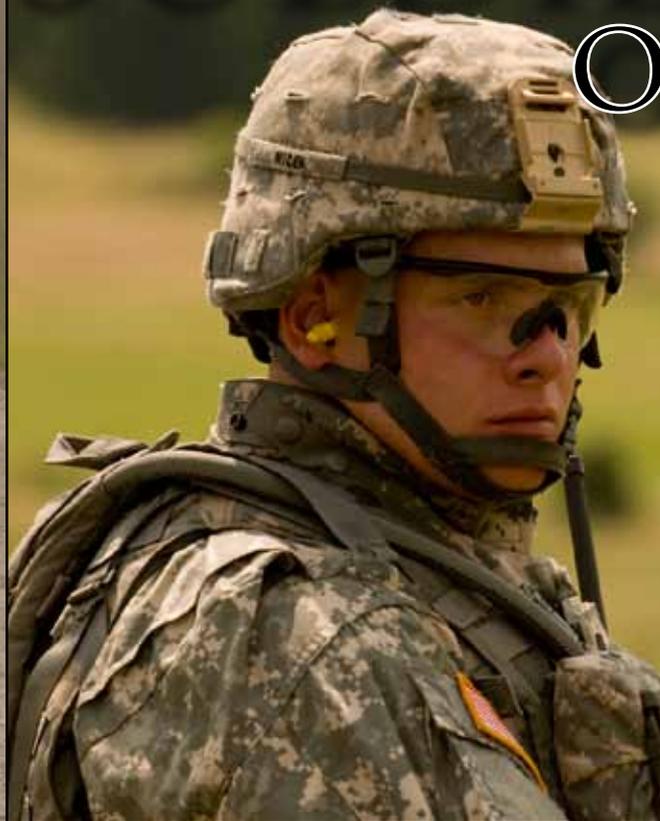
NCO OF THE YEAR

SGT. JASON HANCOCK,
16TH SUSTAINMENT BRIGADE



SOLDIER OF THE YEAR

SPC. DANIEL MICEK,
18TH MP BRIGADE



Deployment Cycle Support—The What and Why of Reintegration

By Sgt. 1st Class Steven Stanfill, USAREUR, G-1, NCOIC, Policy Section, and Angelika Lantz

After being deployed for a year or longer, the last thing any soldier wants to do is complete stacks of paperwork and sit through weeks of briefings. On the other hand, the demands of long-term deployments can have a number of adverse effects that may need to be addressed promptly.

As a direct response to the incidents of domestic violence which occurred in the wake of Soldiers' re-deployment from Afghanistan in 2002, the Army's deputy chief of staff, G-3 formed a working group to focus on those issues. The goal was to find a process to take the edge off of the stress caused by lengthy deployment and to successfully reintegrate the Soldiers, Department of the Army (DA) civilians and Families into their pre-deployment environments.

In March 2003, deputy chief of staff, G-3 identified the emerging nature of deployment cycle support (DCS) as a personnel coordination requirement and responsibility was shifted to the deputy chief of staff, G-1. The DA G1 conducted a DCS conference with key staff agencies and Army command representatives at Fort Bragg, North Carolina, in April 2003. On May 2, 2003, the DCS concept plan, the genesis of the current DCS process, was approved.

The DCS process consolidates the programs designed to assist Soldiers, DA civilians and their Families with the different deployment phases. It helps them prepare for deployments, supports them during deployments, and also assists with the transition from combat to non-combat environments upon their return. As such, the reintegration process is a key aspect of DCS. It is a deliberate plan to ensure

all redeploying Soldiers and civilians are reintegrated with their Families and friends as well as with their units and communities. It gives them the opportunity to ease back into the community after an arduous deployment and provides them with a period to "decompress" from their combat tour immediately after their return. Additionally, the process gives commanders and leaders a means to evaluate their Soldiers with a focus on the "Human Dimension," which covers the physical, mental emotional/spiritual and environmental aspects of well-being. Without the reintegration process, Soldiers suffering from depression or afflicted with suicidal thoughts may not be identified and assessed in a timely manner. The Soldiers' version of the Post-Traumatic Stress Disorder (PTSD)/Mild Traumatic Brain Injury (MTBI) chain teaching program trains commanders, leaders and Soldiers to identify the signs and symptoms of PTSD/MTBI and reinforces the collective responsibility to take care of each other.

The Reintegration Process: The Who and How of Transitioning

Reintegration operations are conducted for all soldiers and civilian employees departing a deployed theater after 90 days or more. The chain of command must be involved at all levels to ensure DCS requirements are met for all affected personnel, which includes Army personnel deployed with other services and those departing for emergency leave, medical evacuation and other reasons. The process is mandatory for Soldiers, but participation is highly

When the 18th Military Police Soldiers returned from their last deployment, their reintegration process began the next day to ensure the Soldiers had a safe and happy homecoming and successfully integrated back into their Families and pre-deployment environment. (Photo by Sgt. Fay Conroy)



encouraged for civilians and Family members also.

The goal is to reintegrate redeploying individuals and units with their Families and communities, to give formal command recognition for their achievements, and to prepare units to return to routine operations and for success in their next mission. Generally, the reintegration process includes conducting required reintegration tasks, unit-sponsored welcome-home ceremonies and celebrations, and completing a successful transition to normal operations. U. S. Army Europe (USAREUR), G1 manages the reintegration regulation and checklist, but since reintegration operations are an Installation Management Command-Europe (IMCOM-E) garrison requirement, each U.S. Army garrison (USAG) has a director/directorate of plans, training, mobilization and security whose personnel are considered the experts in the field.

Organized Homecoming: The When and Where

Immediately upon returning to their home station, units and individuals will conduct an uninterrupted seven half-day reintegration process before they go on “block” leave. The reintegration schedule includes weekends and holidays and is designed to provide Soldiers and civilians with the opportunity to gradually reconnect with their Families and communities. A large portion of the required tasks and modules are medical screenings and assessments, such as Behavioral Health Touch Policy, Battle Mind Training, Substance Abuse, Army Safety, Medical Health Threat (for Iraq and Afghanistan), Risk Reduction Reintegration Tip Card, Marital Assessment and Post-Deployment Health Reassessment. Additionally, there are personnel and security issues, debriefings, etc, to attend to. Another imperative of the process is to afford the chain of command the opportunity to monitor the returnees’ progress, thus ensuring “eyes on the Soldier” every day for the seven day period.

The USAG director/directorate of plans, training, mobilization and security sets up and executes the reintegration process along with the rear detachment commander and the first sergeant. It takes place at the unit the deploying company or brigade departed from. Each unit has locations that are specifically designed or set aside to conduct reintegration operations.

Homecoming and Transitioning: The Milestones and Warning Signs

Critical to successful reintegration is the safe movement of personnel and equipment to home stations and setting the conditions for effective

unit command and control. Advance parties should include field-grade leadership to help ensure that home stations are prepared to oversee and conduct unit reintegration activities. Redeploying Soldiers and civilians will complete required in-theater tasks provided by unit leaders or appropriate reintegration service-and-support providers in the rear assembly area. Family members of deployed personnel and select care personnel are strongly encouraged to participate in pre-redeployment training and activities. Since its creation in July of 2004, reintegration plays a vital role in the Soldiers’ return to normalcy – their transition from combat to non-combat environments.

USAREUR G1 in coordination with IMCOM-E and the USAGs has dedicated many hours to ensure each and every Soldier has the Behavioral Health “Personal Touch” to ease their transition. Since 2004/5 when Soldiers first took part in the formal reintegration process, their numerous comments have been extremely positive. The Soldiers feel they are being taken care of in ways they had never imagined or experienced before.

Nonetheless, not every Soldier takes the demands and stresses of deployment and the return home in stride. While each Soldier has endured a different and highly personal deployment experience, there are a number of common warning signs to observe. Chief among them are symptoms of withdrawal, signs of depression, suicidal thoughts, and alcohol and drug abuse. However, there are many pre/post redeployment briefings provided to Soldiers not only in country before they depart, but also back in the garrison. They have the opportunity to seek assistance from a number of IMCOM-E, Army Community Services and Europe Regional Medical Command professionals

For the last five years, the reintegration process has changed along with changing Soldiers’ issues and unit requirements. The USAREUR G1 has hosted two reintegration off-sites during the last four years, which were attended by 42 subject matter experts from all over Europe to synchronize the reintegration process and discuss appropriate measures and adjustments that may be needed as the Army changes. One improvement, for instance, is that several new medical requirements to handle PTSD or TBMI concerns have been added to the reintegration process. No Soldier is left behind as behavioral health experts from all over Europe ensure each Soldier has the opportunity to seek help if and when needed.

For additional reintegration related information and questions, contact the USAREUR G1 at 370-4154.



UNIT RISK REDUCTION TIPS FOR LEADERS: As a leader, one of your responsibilities is to reduce the likelihood of Soldier at-risk behaviors during post-deployment and reconstitution.

- In-Theater Briefing. Your Soldiers may not have driven on congested U.S. highways or been involved in social drinking situations for several weeks or months. Therefore, ensure that your briefing to them includes seat belt safety; safe driving factors such as speed limits, rest stops, and focus of attention; alcohol consumption and driving, swimming, boating, and operating other recreational vehicles; alcohol use and domestic violence; Army substance abuse policy (zero tolerance for illicit use); and motorcycle safety.
- Review the last risk reduction quarterly statistics received prior to deployment for indications of at-risk behaviors and the interventions needed to reduce the likelihood of re-occurrence. Plan to incorporate those interventions during reconstitution.
- Each leader/commander should use the Soldier Risk Assessment Checklist to assess his/her subordinates. Assessment should begin during redeployment and continue through reconstitution.
- Schedule a Unit Risk Inventory within the 90 days of arriving at your home station.

SOLDIER RISK ASSESSMENT CHECKLIST: Leaders and commanders should use this tool to identify individual Soldiers at risk for developing readjustment problems during post-deployment and reconstitution. Any checked item indicates the need for leader counseling, monitoring, and follow-up referral to the appropriate service provider, as indicated in the parentheses immediately following each question. See the resource key at the end of the questions.

HAS THE SOLDIER:

- | | | |
|---|---|--|
| <input type="checkbox"/> Been involved in an alcohol incident prior to or during deployment? (2) | <input type="checkbox"/> Expressed anger or seemed sullen and withdrawn prior to or during deployment? (4) | <input type="checkbox"/> Had serious financial problems before or during deployment? (1) |
| <input type="checkbox"/> Been participating in counseling services with the Army Substance Abuse Program prior to deployment? (2) | <input type="checkbox"/> Seemed to be a “loner”? (3, 4) | <input type="checkbox"/> Had a serious accident or been seriously ill during deployment? (7, 6) |
| <input type="checkbox"/> Had “at-fault” traffic accidents or traffic citations (speeding, running red lights/stop signs) prior to deployment? (3, 7) | <input type="checkbox"/> Had any incidents of domestic violence prior to deployment? (5, 9) | <input type="checkbox"/> Had a family member involved in a serious accident or become seriously ill during deployment? (3) |
| <input type="checkbox"/> Had a drug test result of positive prior to deployment? (2) | <input type="checkbox"/> Had a significant change in family or other relationships during deployment—birth of a child, death of a family member, separation/divorce from spouse, loss of a boyfriend or girlfriend? (4) | <input type="checkbox"/> Taken shortcuts (not following instructions/procedures or taking unnecessary risks) that could lead to an accident? (7) |
| <input type="checkbox"/> Had any acts of indiscipline prior to deployment or during deployment? (9) | <input type="checkbox"/> Expressed anger or made threats toward family or family situations/events? (4, 5) | <input type="checkbox"/> Expressed serious concern (agitation, withdrawal, grief) regarding combat/events while in theater? (4) |
| <input type="checkbox"/> Had any AWOL episodes prior to or during deployment? (3, 8, 9) | <input type="checkbox"/> Had spouse or other family member express concern to the Family Readiness Group or Detachment Command about the Soldier’s return home? (4, 5) | <input type="checkbox"/> Taken any medication that may affect behavior or mood? (6) |
| <input type="checkbox"/> Had any serious negative encounters with chain of command prior to or during deployment? (3, 9) | <input type="checkbox"/> Expressed any suicidal thoughts or actions? (4) | <input type="checkbox"/> Had any exceptional family member issues or minor family member/parenting problems? (1, 5) |
| <input type="checkbox"/> Had any serious negative encounters with any other military or Department of Army civilian personnel prior to or during deployment? (3, 9) | | <input type="checkbox"/> Experienced problems with his/her civilian employer prior to or during deployment? (Reserve Component) (9) |

RESOURCE KEY: If a question is checked, the following installation service agencies should be contacted for assistance in assessing the extent of the problem and recommending solutions.

1. Army Community Service—Financial Problems
2. Army Substance Abuse Program—Alcohol and other Drug Related Issues
3. Battalion Chaplain—AWOLs and Stress Issues
4. Behavioral Health Clinic—Stress Issues, Suicidal Gestures/ Attempts & Other Mental Health Issues
5. Family Advocacy Program Coordinator—Domestic Issues
6. Medical Treatment Facility—Medical Issues
7. Post Safety—Accidents
8. Provost Marshal—AWOLs
9. Staff Judge Advocate—AWOLs, Disciplinary Issues



The Finance Reintegration Process and the Redeploying Soldier

By Master Sgt. Patricia Hamilton, 266th Financial Management Command

Understanding the importance of their work dealing with recently deployed Soldiers' pay and entitlements, the 266th Financial Management Center (FMC) puts great emphasis on preparing for and executing finance reintegration operations. The Army places emphasis on Resetting the force and that includes the Soldier. The Army is making extraordinary efforts to increase dwell time so Soldiers and families can 'take a knee.' It's hard to imagine anything as potentially disruptive to beginning this recovery period than undue financial difficulties. For this reason, the finance portion of Reintegration is critical to any unit's Reset. Success depends not only on financial units, but also the individual Soldiers, their unit's personnel and administration center (PAC) and their commander.

The Financial Management Team

Finance Reintegration is accomplished in partnership between the 266th FMC and the 106th Financial Management Company (FM Co.) and 208th FM Co. Soldiers from the two companies staff the Reintegration station, conduct briefings, collect and

review paperwork, audit Soldiers' military pay accounts and forward travel vouchers to the 266th FMC's Pay Center of Excellence (PCoE) for processing. The process is modified often to improve timeliness and accuracy of service.

Ensuring Entitlements & Orders Veracity

The finance portion of the Reintegration process intends to ensure that every Soldier's pay account is completely accurate after returning from a tour of duty in a combat zone, and each Soldier receives his or her temporary duty travel (TDY) payment for travel entitlements during the temporary change of station (TCS) deployment. More than 6,000 Soldiers have gone through Reintegration this year and this number increases continuously as units and individuals redeploy almost daily. Finance not only reviews each Soldier's pay account to ensure that deployment entitlements are stopped upon return to home station (combat zone tax exclusion, or CZTE, for example), but finance audits each Soldier's pay account to ensure those entitlements were paid correctly during deployment.

One significant challenge to finance Reintegra-

Sgt. Jefferson James, 208th Financial Management Company, Mannheim, Germany, gives a briefing to Soldiers during a Reintegration class. James is explaining how to properly fill out the leave form. (Photo courtesy 266th Financial Management Center)

- Completed DD 1351-2 with Soldier's and reviewer's signatures. The finance unit supporting the reintegration can walk Soldiers through completing the form on Day 1 of reintegration.
- TCS orders (original). Each Soldier must have an individual one.
- TCS orders (amendments). If the Soldier was deployed across fiscal years, and the original order did not contain a fund cite for the new fiscal year, amended orders are required. Your S-1/G-1 needs to coordinate with IMCOM to obtain these. Rear D's should assist.
- Leave form. Mandatory for Soldiers who went on R&R, emergency or regular leave. Substantiating document is a DA31.
- Letter of release. Only for Soldiers who redeploy individually. This memorandum must be signed by the downrange or rear-detachment commander.
- TDY Settlement voucher. Only for Soldiers who went TDY from the TCS location. Soldiers must annotate those dates on the DD1351-2 and provide a copy of the TDY settlement

Soldiers should have the items listed at Reintegration day one to ensure they receive their correct entitlements and pay.

tion occurred with a change in fiscal policy for deployment funding. Starting in fiscal year 2008, the funding source for deployment changed to the Installation Management Command (IMCOM). Unfortunately, many order writers were not notified of this change, and payment of travel vouchers, in the case of orders erroneously containing the incorrect fund cite, must wait for publication of amended individual orders.

Finances During Seven Days of Reintegration

The Reintegration process is completed over a seven-day period. The key to a successful financial Reintegration is being pro-active. Prior to the Soldiers' redeployment the Reintegration team coordinates with the redeploying unit's rear detachment to acquire the pertinent documents (such as orders, amendments, leave forms and TDY travel documents, if applicable) required for each Soldier to have a successful Reintegration (see list above). Once the documents are received, finance performs a review.

On Day One

Local garrison officials determine exactly which day financial Reintegration will take place among the myriad of other Reintegration events, but generally on day one of the process a finance representative collects the travel vouchers from all Soldiers and attaches orders, leave forms and other pertinent documents. This allows the necessary time to ensure the voucher is correct and proper for payment and if there are discrepancies allows time for them to be corrected prior to day six of Reintegration.

On Day Three

The finance Reintegration team, using the redeployment manifest, checks the finance system to ensure the deployed entitlements have stopped. This is done because the manifest used in the deployed theater to stop the entitlements sometimes changes. Therefore the local finance Reintegration teams make this "double-check" to ensure there are no overpayments which create hardship for Soldiers. They also verify if the Soldier's R&R leave was already posted to the leave and earnings statement (LES) downrange. If there are discrepancies with the Soldiers account this gives them the opportunity to conduct one-on-one brief with the Soldier to correct the deficiencies.

Basic Allowance for Subsistence

The final function of the finance reintegration team is to ensure that barracks Soldiers' basic allowance for subsistence (BAS) collections resume upon issuance of meal cards. All soldiers are entitled to BAS during deployment, but once back at home station, soldiers on meal cards are not entitled to BAS.

Well Worth the Effort

It is to be expected that a Soldier returning from deployment is going to have more on his or her mind than all the tasks that are part of Reintegration. Yet the small amount of time that is necessary for finance reintegration – especially with the oversight of the Soldier's chain of command – will be well worth the effort.



Resetting the Team to be Ready for the Fight

By Orval Windham, 21st TSC Deputy G-4

The Army is a “team” as General George Patton stated in his famous speech to his Troops in WWII; “The Army is a team; it lives, eats, sleeps, fights as a team”. When it comes to Resetting its units following deployment to OIF and OEF this principle takes on special meaning. For Reset, the Army has assembled one of the most efficient and effective teams of all time. This team consists of highly trained managers and leaders from the commander of the Army Material Command down to the technicians and mechanics that actually turn the wrenches to repair Army equipment and return it to TM 10-20 levels of maintenance readiness.

Reset is defined as a series of actions to restore units to a desired level of combat capability commensurate with future mission requirements. It is the first phase of the Army Force Generation Cycle (ARFORGEN).

Ultimate responsibility for Reset rests with U.S. Army Materiel Command (AMC). In Europe the 21st Theater Sustainment Command (TSC) commander is responsible for Reset of European based units. 21st TSC Support Plans and Operations, in conjunction with AMC’S 405th Army Field Sustainment Brigade – Europe (AFSB-E) (OPCON to 21st TSC), is responsible for management of the Reset process for European-based units. The 405th AFSB in coordination with 21st TSC Support Plans and Operations (SPO), The Theater Logistics Support Center Europe (TLSC-E) and contracted maintenance firms develop a plan to repair redeploying units equipment. To enable manage-

ment of equipment Reset AMC developed a program called Automatic Reset Management Tool or ARMT (See Figure 1). A redeploying unit enters its deployed equipment into ARMT in order to acquire disposition instructions for each item of equipments’ source of repair (SOR). ARMT provides immediate identification of items that are Automatic Return Items (ARI) that are Reset at a Sustainment-Level repair facility such as a depot or original manufacture. Sustainment-Level repair is managed by AMC’S Life-Cycle Management Commands (LCMCs); Tank and Automotive Command (TACOM), Aviation and Missile Command (AMCOM) and Communication and Electronics Command (CECOM). The remainder of units’ equipment loaded into ARMT will be considered Field-Level Reset and are repaired by the unit, TLSC-E, AMC’S, Small Evaluation Repair Teams or a designated contract maintenance facility.

ARMT is a web-based logistical application that is designed to pull information from other STAMIS systems like Property Book Unit Supply Enhanced (PBUSE), Army War Reserve Deployment System (AWRDS), World Port System (WPS), into a single system that provides all information needed to track equipment during transportation to maintenance shops, during maintenance on equipment and transportation back to unit home station (see Figure 2). ARMT tracks data elements like serial numbers, United States Army Registration Number (USA#s), Transportation Control and Movement Document (TCMD), Unit Identification Codes (UIC) and Department of Defense Activity

- Automates processes for request and issue of disposition instructions for sustainment-level & field-level reset items in addition to Theater Provided Equipment (TPE) excess reset equipment
- In-transit visibility – Army War Reserve Deployment System (AWRDS) and WPS enhanced by the attachment of RFIDs to vehicles while in the RESET cycle from entry into the transportation system through reset and return to home station
- Provides direct feeds of maintenance data to Sustainment and Field Maintenance reset locations. Total Asset Visibility of maintenance data via direct feeds to depot, Organizational and Direct Support (ORG – DS) reset locations, and eventually to contractor run reset sites
- Allows leaders to track progress of Reset down to the individual pieces of equipment level through BCS3

Figure 1: The Automatic Reset Management Tool (ARMT) provides these special features.

- Enables her / him to develop plans & submits disposition instructions in a Three Step Reset process
- Oversight and status of equipment pending disposition in Reset
- Standardizes Reset disposition request process flow
- Expedites disposition instructions to Reset units
- Direct Property Book Unit Supply Enhanced feed from unit property book into ARMT
- ARMT Improves Data integrity and quality

Figure 2: ARMT Reset mission provides commanders and redeploying unit commanders these features.

Address Codes (DODAAC) and Radio Frequency Identification Tags (RFID). ARMT provides near real-time situational awareness of the end-to-end Reset process in a single automated system; ARMT eliminates need to manipulate multiple systems for managing the Reset process. Reset is executed in two programs identified as Field-Level and Sustainment-Level both programs are required to be completed within 180-days from R-Date.. Field Level-Reset, is accomplished in Europe and Sustainment-Level Reset is accomplished by the Life-Cycle Management Commands, managed by AMC. Sustainment-Level Reset is accomplished in CONUS by a program management office manufacturer or contractor. An example of Sustainment-Level program is the Reset for the Heavy Expanded Mobility Tactical Truck (HEMTT); Reset is accomplished by the system manufacturer, Oshkosh, in Wisconsin USA.

The Phases of Reset

Equipment Reset is accomplished in a phased process that includes eight phases (see Figure 3). Each phase and major actions occurring in each phase are explained below. The first Four Phases are executed while the unit is deployed in the operational theater (OIF/OEF) and the final Four Phases are executed after the unit redeploy to home station.

Phase 1 : Preparation Phase

Phase One starts from the time the unit deploys or has “Boots-on-Ground” (BOG) to Redeployment minus 120 days (RD-120). This phase is very important to success of the unit Reset cycle. ARMT pulls data from the unit PBUSE. {NOTE: If unit supply information has incorrect records in PBUSE, then ARMT will be populated with the same incorrect information}. PBUSE data should be scrubbed for accuracy and corrections should be made prior to the preparatory phase. ARMT was initially built around a Brigade Combat Team (BCT) unit organization. However, separate units that are less than a BCT level in numbers of equipment and type are also able to build Reset plans. It is important to verify UIC and DODAAC associations – Of particular importance is an accurate force structure within the Army Status Of Resources and Training System (ASORTS) so that equipment for all elements contained within the unit are correctly captured (unit UIC Tree) which is how ARMT aggregates unit pieces of equipment by type for the unit Reset plan. Correct UIC Trees are important for establishment of LBE accounts and derivative UICs for splitting the property books prior to deployment which is managed in the DR4 process; unit S4s and PBOs manage this process.

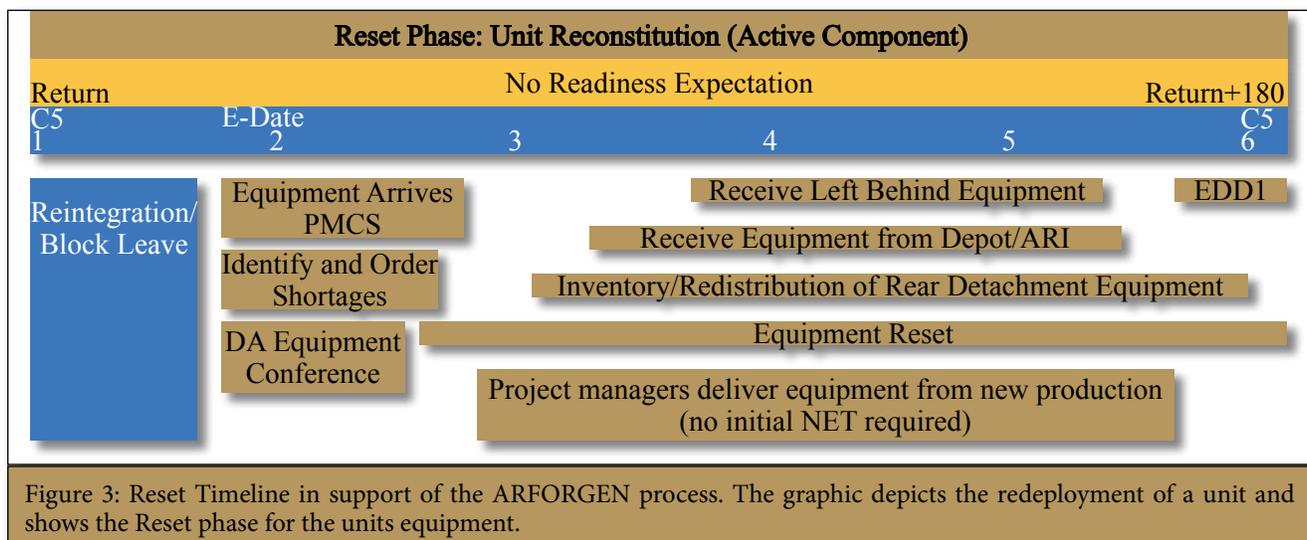


Figure 3: Reset Timeline in support of the ARFORGEN process. The graphic depicts the redeployment of a unit and shows the Reset phase for the units equipment.

Phase 2: The Planning and Execution Phase

Phase Two begins at RD -120 and ends at RD -90. During this phase, redeploying units will build and execute their ARMT Reset plan. It is important to ensure that the plan is executed Not Later Than (NLT) RD -60 in order to ensure that transportation plans for transport of the units equipment are made within the transportation planning time of 60 days prior to execution. This is especially important for equipment that is bound for the Life-Cycle Rest programs in CONUS due to the extended transport from the theater of war to CONUS and return from CONUS to home station in Europe.

Phase 3: The Disposition Phase

Phase Three begins at RD-90 and ends at RD-87. Reset plans developed from OIF/OEF theatre contain mainly equipment nominated for induction into the Sustainment-Level Reset program; LCMC are required to provide disposition instructions within

72-hours of notification. 405th AFSB in coordination with LCMCs have up to 30-days to approve and provide disposition instructions for equipment nominated for induction into Field-Level Reset programs.

Phase 4: The Movement Phase

Phase Four begins at RD-87 and ends on the re-deployment date (RD). Transportation arrangements are made and unit executes administrative move from deployed location to Camp Arifjan, Kuwait. Units may, if needed, turn in containerized equipment at Balad Airfield while deployed in Iraq. Redeploying units wash vehicles (including trucks and trailers) and tracked vehicles that are destined for sustainment level Reset (CONUS) to U.S. Department of Agriculture (AG) cleanliness standards. Next step is unit transfers accountability of its sustainment level Reset equipment to the 401ST AFSB, Kuwait. The equipment transfer is accomplished by using DD1348-1s that are au-

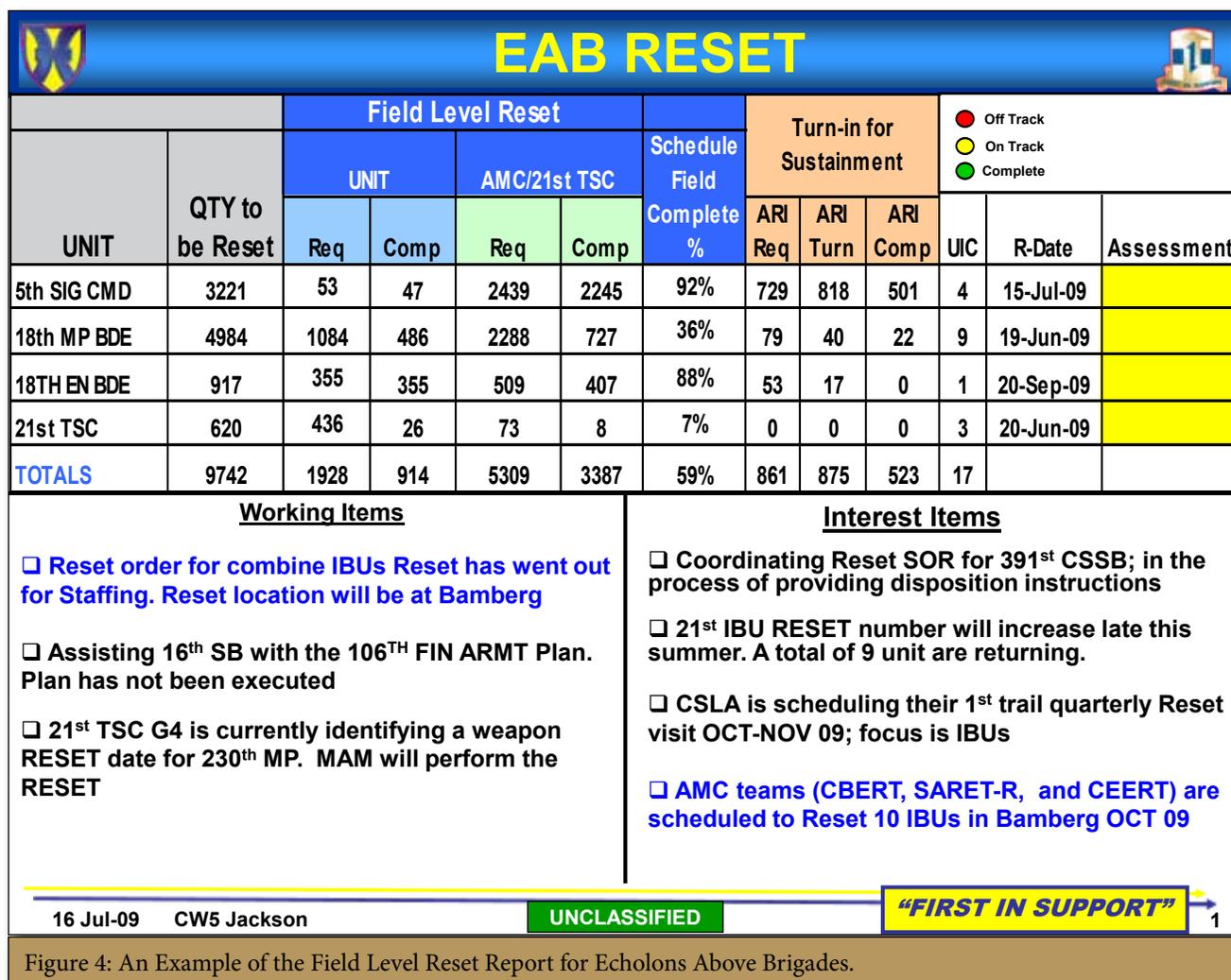


Figure 4: An Example of the Field Level Reset Report for Echolons Above Brigades.

to-populated and printed from the ARMT system which pulls unit data from unit PBUSE files and completes the DD1348s.

Phase 5: The Arrival Phase

Phase Five begins when the unit arrives at home station. Note: Immediately upon arrival units complete medical exams and then depart on 30-days leave.

Phase 6: The Reset Start Phase

Phase Six Reset Start; begins when the unit returns from 30-days leave and the unit has received 85 percent of its equipment. Reset Start is referred to as the “R-Date” or Reset Date. Unit Commanders establish “R-Date”.

Phase 7: The Final Induction Phase

Phase Seven executes from R-Date to R+120. This phase is the final opportunity for a unit Commander to nominate equipment for induction into Sustainment Level Reset. (One of the reasons why this standard is set at R+120 is that LCMCs will be hard pressed to complete Reset of the units equipment received at the 120-day mark and return it to the unit by R+180).

Phase 8: End of Reset Cycle

Phase Eight ends at Sustainment Level Reset R+180 days. Unit equipment Reset to TM-10-20 standards of maintenance are returned to units.

Lessons Learned

The Army collects LL from all operations to include redeployment. In this area however, these seem more like “Lessons Relearned” as many units experience the same challenges to get tasks accomplished on time and to standard and fail to follow published guidance which leads to some of the painful lessons re-learned.

Post-Deployment S4 Continuity

Many units report that BNs’ S4 personnel to include OIC, NCOIC depart the unit immediately upon return from deployment. Most of the SSG, SGT and E-4 and below at the BN level and company level depart just after the deployment as well as some brigade-level S4s and BDE key NCOICs of S4 shops, to include Transportation coordinators. In one case a BCT went from 128 assorted 92Y

personnel to 83 to fill the 136 authorized positions. That BCT only received 15 personnel fills with 9 of the 15 in the grade of E-4 and below, five SGTs and one SSG. The multitude of issues arose from the change over of personnel; these issues effected Left Behind Equipment (LBE) redraw, Reset of redeployed equipment and tracking and receiving deployed equipment back to home station, change of command inventories and remerging the rear detachment property books. All of these logistical functions are key to preparing BDEs to train for its next mission. The work load becomes overwhelming on the experienced and enduring personnel that are “old salts” in the unit.

Many units have packed the units PBUSE systems in redeployment containers and subsequently the systems are not present and available when the unit goes to re-draw LBE. The recommendation here is to conduct a “pre-pack of containers” prior to redeployment and ensure that STAMIS systems are accounted for and that there is a plan to ensure that the systems accompany the unit as TAT during redeployment and are not packed in containers.

Serial Number Identification

Some items like generator trailers, the trailer will have a Serial Number and the generator in many cases does not, the serial number for the generator or trailer are not included on the PBUSE property book. Recommendation is to add serial numbers on the property book for all items that have serial numbers. Generators and generator trailers in the example should have the serial numbers recorded so that should questions arise when items arrive at home station issues as to who owns what can rapidly be eliminated. Additionally, when items are lost or in frustrated cargo status possession of the serial numbers in PBUSE (the system of record for property accountability) is accepted without question as proof of ownership.

Metrics for measuring progress

“Units do best what the Commander checks”. This is an old valid adage and it is true with respect to Reset. The 21st TSC Commander is responsible in Europe, for Reset of all units within USAREUR. As a result the 21st TSC CG requires the staff to brief status of each unit’s Reset during Battle Update Briefs (BUA) (see Figure 4). BUA Reset briefs cover the status of USAREUR units’ Reset both Field-Level and Sustainment-Level of ground equipment and aircraft. Depicted are power point slides that are examples of Reset briefs provided to the CG.



R+45: An IG Tool for Reset

By Lt. Col. Brad Hixon
21st TSC Inspector General

The 21st Theater Sustainment Command (TSC) is currently conducting Reset inspections for all units within the 21st TSC that redeploy. These inspections are critical as they validate and assist units with ensuring that all required tasks are completed appropriately per the United States Army unit Reset pilot program, Army Regulation 350-1, and Army in Europe Regulation 350-1. The Inspector General's (IG) mission is to assist Soldiers and Command teams in readiness for any missions the units will be assigned in the future. The R+45 and R+120 inspections are designed to do that.

Three-Phased Program

The Reset program is a three-phased inspection process that all redeploying units will complete. Phase I is completed by each unit in-theater and encompasses the units redeployment tasks from 180 prior to their return (R-180) to return. Phase II constitutes the unit Reset at home station. Phase II covers the period from return to R+180 for active component (AC) units. Phase III encompasses the units train/ready process. Phase III is the period from the unit's R+180 to latest arrival date (LAD) or available date for AC units.

When the Process Happens

The 21st TSC Inspector General (IG) conducts unit inspections at R+45 and R+120 to assist the unit commanders in verifying unit readiness during phase II of the unit Reset cycle. R+45 and R+120 are specific critical dates for each unit. R+45 occurs at the end of the units mandatory 7 1/2 day Reintegration training and 30-day block leave period plus seven days for unit garrison operations to commence this inspection consisting of 18 functional areas. This has also been closely associated with the time that company level leaders change jobs. Company commanders and first sergeants who deployed will have switched out or will within a matter of days in most instances. R+120 provides a time for the new unit commander and first sergeant to have external assistance with tracking their unit's progress toward phase III (train/ready) Reset. The IG will re-inspect all 18 areas inspected during the R+45 inspection and will inspect an ad-

ditional eight areas of unit operations.

R+45 Inspection Areas

The inspected areas for R+45 (see Figure 1) focus on the human dimension of re-deployed units. Inspected areas are: ERB/PERSTEMPO reviewed to ensure all re-deployment codes are submitted and correct on all assigned Soldiers. Travel vouchers are inspected to ensure Soldiers were able to file travel vouchers during the 7 1/2 day Reintegration and received payments for meals and incidental expenses (M&IE) as appropriate. Travel vouchers from deployments are non-DTS transactions. The IG has annotated several issues with Soldiers not being paid in a timely manner for travel claims.

Unit commanders and first sergeants must assist their Soldiers and work with their servicing finance customer support team (FCST) to ensure all eligible Soldiers have filed prior to block leave. Ready boxes and personal property claims are reviewed to ensure initiation of the claim has occurred as Soldiers have 70 days from receipt of items to make a claim. The IG will verify that commanders and first sergeants are following U.S. Army Europe and 21st TSC Commanding General guidance on overnight training events. Overnight training has strict parameters and the Commanding General wants to ensure that Soldiers have maximum time at home station billets during phase II of the Reset process.

The 7 1/2 day Reintegration process is reviewed by the IG to verify that garrison in-process and unit in-process activities were worthwhile and all required reintegration activities were completed. The IG will also verify if an appropriate welcome home ceremony occurred. The IG will verify if Soldiers and family members have been provided the opportunity to attend "Strong Bonds" sponsored retreats. The IG will verify with unit's personnel and administration center (PAC) that Soldiers' entitlements from deployment have been stopped appropriately and that all Soldiers are receiving the correct compensation for their current status. The IG will verify that redeployed (forward) and rear detachment property books are merged or that a formal timeline exists for an appropriate merger of property books.

The IG will also verify with PAC personnel that ETS/PCS, ACAP and LEVY briefings are scheduled or have occurred for Soldiers meeting the criteria. The IG will verify that awards for deployed and rear detachment personnel either have been awarded or are being submitted as appropriate. The IG will verify that Noncommissioned Officer evaluation reports (NCOERs) are submitted or being completed for NCO's requiring ratings. The IG will verify that NCO Educational Schools (NCOES) and Officer

- ERB/PERSTEMPO—Verify redeployment update occurred.
- Travel Vouchers—Verify all M&IE claims submitted and paid.
- Ready Boxes—Verified all personnel property returned (barracks Soldiers).
- Overnight Training—Verify CG and USAREUR policies being adhered to.
- 71/2 Day Reintegration—Verify garrison in-process and unit in-process.
- Retreats—Verify married and single Soldiers provided opportunity.
- Stop Entitlements—Verify all downrange entitlements are stopped correctly.
- Merged UICs—Verify forward element and rear elements are merged.
- Welcome Home Ceremony—Verify all Soldiers have an appropriate Welcome Home Ceremony.
- 30-Day Block Leave—Verify all Soldiers provided opportunity for leave within block leave period.
- ETS-PCS ACAP/LEVY Briefings—Verify orders and briefings provided timely for Soldiers.
- Awards—Verify awards provided or counseling provided for forward and Rear elements.
- NCOERs—Verify plan for NCOERs is viable and processing is occurring.
- NCOES/OES—Verify schools are planned and Soldiers are attending.
- Property Book Merged—Verify status of forward and rear property books.
- PCS/ETS w/in 90 days receive orders—Verify if orders received.
- HHG issues—Review claims and HHG process.
- Sexual Assault Awareness—Interview key leaders; inspect CQ instructions; verify information provided to Soldiers.

Figure 1: R+45 Inspection Areas

Educational Schools (OES) are being attended, or scheduled as appropriate for re-deployed and rear detachment personnel. The IG will review the units Sexual Harassment Assault Response and Prevention (SHARP) program. The IG will then conduct sensing sessions with stratified groups of Soldiers in order to assess how well the Redeployment and Reintegration process went. Finally, the IG will out-brief the unit command team on systemic findings that can assist unit leaders with areas of emphasis for the future. The IG will also assist any Soldiers with personal issues as needed.

R+120 Inspection Areas

The IG will return to units at R+120 (see Figure 2) and re-inspect all areas from the R+45 inspection and inspect eight additional areas. The Unit Commander's finance (UCFR) report will be inspected to ensure it is updated appropriately and commanders understand the UCFR. The IG will verify the unit UMR (Unit Manning Roster) is current. The IG will verify that the AAA-162 (Unit Personnel Accountability Report) is updated and verified. The IG will verify that property books from forward and rear detachment are merged and that any Financial Liability Investigations of Property Loss (FLIPL) (Lost or damaged property) has been identified and an appropriate investigation has been opened to determine the cause of the lost/ damaged property. The IG will review completed unit training, current training, and planned unit training events. The IG will verify that LBE (Left Behind Equipment) has a return to unit plan and the

- R+45 Areas—Re-inspect all areas
- Unit Commanders Finance Report—Verify UCFR is updated and Command team utilizes.
- Unit Manning Roster—Verify UMR is updated.
- FLIPL Tracker—Verify open FLIPLs (if any) receive unit Commanders plan for CSDP.
- Property Book—Verify property book is annotated and updated with new command teams.
- AAA-162—Review unit personnel accountability report and verify assigned personnel.
- Training Qualification—Review unit training records. Review APFT and weapons qualification.
- Equipment Maintenance—Review and verify equipment density. Review unit maintenance plan. Spot check.
- OCIE Layout Inspection—Verify that OCIE was inspected by platoon leadership and actions initiated for missing equipment.

Figure 2: R+120 Inspection Areas

unit is conducting appropriate maintenance activities. The IG will verify if all OCIE (Organizational, clothing, items, and equipment) has been accounted for at the platoon level to ensure Soldiers are prepared for phase III of the Reset (train/ready) model. The IG will out-brief the unit command teams on systemic findings and assist Soldiers and leaders with any unit or personal issues.



AMC Reset Operations— European Theater

By Jennifer L. King, 405th Army Field Support Brigade

Soldiers return from the combat zone tired, dirty and worn, and their equipment returns in much the same way. Just as soldiers enter a transition phase upon their return from deployment, so does their equipment – into the U.S Army Materiel Command (AMC) reset program.

The 405th Army Field Support Brigade (AFSB), partnered with each redeploying unit, the 21st Theater Sustainment Command (TSC) and U.S. Army Europe (USAREUR), manages all reset operations in the European theater of operations, ensuring that Soldiers have the best possible equipment for both fighting and training.

“My number one mission priority is the reset program,” said Col. John Haley, commander of the 405th AFSB. “AMC has an obligation to provide each and every Soldier with reliable equipment. We have a duty to serve the Soldier, and my team makes sure each Soldier’s equipment is combat ready.”

Resetting thousands of pieces of equipment in different locations throughout USAREUR is no easy task. Each piece of equipment is stripped down to its bones, repaired and put back together.

For example, when a Humvee returns from downrange, it’s filled with dirt, in need of heavy maintenance and sometimes battle damaged. Each vehicle is stripped to its frame – literally. Doors, tires and seats are removed. The frame is inspected and cleaned, as is each piece of the engine and hardware in the vehicle. Piece by piece, the vehicle is maintained and put back together as all engine parts are serviced and repaired as required. Once it’s back together, it’s repainted and only then is it ready to go back to the Soldier – just weeks after entering the reset program.

But it’s not just vehicles that undergo reset. The 405th AFSB oversees reset operations for all equipment in theater – aircraft, weapons, night vision goggles – every single piece of equipment a Soldier uses in the field.

“It’s a daunting task,” Haley said, “but one in which



A man in a green military uniform is walking on a flatbed truck. In the background, there is a large blue crane with red chains, and another flatbed truck is visible. The scene is outdoors, likely at a military depot.

we excel. We're able to execute reset on a variety of fronts simultaneously, thanks to our relationship with AMC organizations in theater. We're also directly integrated into the 21st TSC via an operational control order, and this ties us directly to USAREUR and the European Command. Without these professional relationships, our job would be a lot more difficult, but by being able to reach out directly to the redeploying units in theater, we're able to stay on top of the mission."

Here's how it works: once a unit receives deployment orders, the Department of the Army requires the unit to build reset plans in the Army Reset Management Tool. Each item on the unit's deployed property book must be entered into a reset plan. Once the plans are in place, AMC determines what will be placed into the national sustainment level reset plan, which means the work is done at Army depots or other sources of repair in the continental United States. Any items deemed to be field sustainment level reset are kept at the unit's location, which in this case is the European theater. AMC organizations in USAREUR then have approximately 30 days to determine disposition instructions on field-level items. The deploying units then use those disposition instructions to determine where and how the reset will occur.

When the field level plans are executed, the 21st TSC and the 405th AFSB work with the unit to determine an appropriate reset location within the European theater. Then everyone gets to work making sure the unit's equipment is reinstated to fully mission capable status as quickly as possible.

The 3/405th AFSB, headquartered at Camp Darby, Italy, has the lead for managing the 173rd Airborne Brigade Combat Team (ABCT) reset program for the 405th AFSB.

"We're currently working on resetting dozens of thermal weapons sights for the 173rd ABCT," noted Lt. Col. Roger McCreery, commander of the 3/405th AFSB.

Coordinating the reset requires coordination between multiple organizations.

"The 173rd Brigade Logistics Support Team (BLST), which is located in Vicenza, communicates, coordinates and synchronizes reset actions among the 173rd ABCT, our battalion and the AMC life cycle management commands," McCreery explained. "The BLST's area of responsibility is vast. It's split between two geographic locations in two different countries. Essentially, the BLST serves as the AMC face to the 173rd ABCT, and we rely heavily on the BLST to keep everything on schedule."

Further complicating the reset mission is the time schedule. Multiple units deploy and redeploy at the same time, and that means that the 405th AFSB has to perform reset on a variety of equipment for different units at the same time.

"Currently, we're conducting reset on nine different vehicle sets for the 2nd Stryker Cavalry Regiment, four different aircraft sets for the 12th Combat Aviation Brigade, three tracked vehicle sets for the 172nd Infantry Brigade, as well as

One of the primary missions of the 405th Army Field Support Brigade is moving equipment into reset. Contract employees of the brigade load military equipment onto flatbed trucks at Coleman Barracks in Mannheim. From there, the equipment is moved to brigade reset facilities throughout Europe. (Photo by Jennifer King, 405th Army Field Support Brigade)

providing reset to the 16th Sustainment Brigade, the 709th Military Police Battalion and the 1-4th Infantry Battalion,” said Lt. Col. Morris Hatcher, commander of the 2/405th AFSB, headquartered in Vilseck, Germany. “We also provide reset to all of the small separate units located in Grafenwoehr, Vilseck, Hohenfels, Schweinfurt, Bamberg and the Katterbach area.”

The 405th AFSB, though, isn’t the only AMC agency involved in theater reset operations. The U.S. Army Communications and Electronics Command (CECOM) performs field level reset in theater on a variety of equipment.

“High density items such as SINGARS radios and night vision devices are reset here in theater by a Communications and Electronics Evaluation Repair Team,” explained Jeff Tucker, CECOM’s reset liaison officer in the European theater. “CECOM sends these teams directly to the unit location to perform reset. Furthermore, Standard Army Management Information Systems (STAMIS) for logistics management, such as SAMS-E, SAMS 1 / 2, PBUSE and other systems fall under CECOM’s reset umbrella, and these items are reset in USAREUR by contractors from the Tobyhanna Army Depot.”

CECOM is currently working a reset plan for the 12th Combat Aviation Regiment, a plan that includes the reset of tens of thousands of pieces of equipment - everything from power supplies, radios and computer systems to system shelters, communications stations and night vision equipment.

“Field level reset of these items is generally done at the unit’s home-station by troop labor and sup-

port from the 21st TSC and the Theater Logistic Support Command-Europe,” Tucker said. “Most of the field-level CECOM reset items in theater are reset with support from the 21st TSC, including the reset of global positioning systems, commercial off-the-shelf technology and some radios. This reset is done in addition to the high-density items reset that is handled by special CECOM teams.”

The U.S. Army Tank-automotive and Armaments Command (TACOM) also performs field level reset in Europe utilizing a variety of reset teams. Small Arms Readiness Evaluation Teams with repair reset most common small arms and crew-served weapons on site at a location designated by a team of weapons experts from TACOM depots. Chemical and biological products are also reset using TACOM’s Chemical Biological Equipment Repair Team, and organizational clothing and individual equipment is performed either at the unit or at clothing issue facilities in Germany and Italy by PEO Soldier under the leadership of TACOM experts.

“The equipment the units have must be completely cleaned, the faults corrected and everything checked to ensure that the Soldier has the best equipment available when they return to the fight,” said Dave VanAgtsmael, senior command representative for TACOM operations in Europe. “We have to make sure they have the best equipment available to be successful in combat operations.”

McCreery believes reset operations are incredibly important to the Soldier who has boots on the ground.

“Reset concentrates all AMC acquisition, logistics and technology capabilities and resources for the soldier,” McCreery emphasized. “The concentrated reset focus enables units to rapidly return to fully mission capable status, tailored against future missions, as early as possible upon returning from deployment. In addition, it allows unit leadership to concentrate on reintegrating the soldier into the home station and to focus on the individual training requirements associated with resetting the unit. Each Soldier gets to spend more time with his family and not worry about repairing his equipment.”

Hatcher echoes those thoughts.

“While unit equipment is going through a reset effort, redeployed Soldiers have more time to integrate with family and focus on unit activities,” he said.

And at the end of the day, it’s all about taking care of the Soldier.

“The only thing that really matters is taking care of the Soldier,” Haley said. “At the end of the day, that’s what reset accomplishes – taking battered and bruised equipment and making it as good as new, delivering the best equipment possible to the soldier on the front line.”

Pasquale Corradini works on a Southern European Task Force Humvee from Afghanistan. (Photo by Emma Sardella, 3rd Battalion, 405th AFSB)





TLSC-E: Helping Reset Europe

By Jerry Jastrab, Deputy General Manager, TLSC-E

When it needs logistics support, U.S. Army Europe (USAREUR) looks to the 21 Theater Sustainment Command (TSC) to flex its logistics muscle. Reset is no exception. To improve the readiness of redeploying units, 21st TSC works in close cooperation with the Army Materiel Command (AMC), the executive agent for the Reset Program, to carry out a portion of the Army Reset program here in USAREUR. To execute its share of the Reset workload, 21st TSC looks heavily to the logistics capability found in Theater Logistics Support Center–Europe (TLSC-E).

What is Reset?

Reset is the Army’s strategy to quickly bring units redeploying from combat zones back up to desired readiness levels so they are ready for the next mission. When a unit deploys, the equipment they don’t deploy with goes into the Left Behind Equipment (LBE) program and is maintained to FM 10/20 standards until the unit returns. That leaves the challenge of how to quickly get the equipment the unit did deploy with back to FM 10/20 standards as well – that’s where Reset comes in.

In USAREUR, the policy is to Reset equipment within 180 days of a unit’s redeployment. To help meet this goal, AMC uses the Army Reset Management Tool (ARMT) to identify which unit equipment requires Reset, and then uses the tool to identify and program a source of repair. Certain equipment is identified as “automatic return items (ARI)” and is required to go back to the continental United States (CONUS) for Reset; but where feasible, AMC uses TLSC-E and contractors in Europe to repair equipment in theater to avoid transportation costs and save the time associated with returning equipment back to CONUS.

Josef Kobylecki, front, and Mentor Berisha work on a vehicle at the Maintenance Activity Kaiserslautern. (Photo by Sgt. Frank Sanchez, III)

There are three basic components of Reset

Replacement: The purchase of new equipment to replace battle losses, worn out or obsolete equipment, and critical equipment deployed and left in theater, but needed for homeland defense, homeland security and other critical missions.

Recapitalization: A rebuild effort that extends the equipment's useful life by returning it to a near "zero mile/zero hour" condition with either the original performance specifications or with upgraded performance specifications.

Repair: A repair or overhaul effort that returns the equipment's condition to the Army standard. It includes the Special Technical Inspection and Repair Program of aircraft. SOURCE: 2008 Posture Statement Equipment Reset Program; http://www.army.mil/aps/08/information_papers/Reset/Equipment_Reset_Program.html

TLSC-E plays a direct role in the 'repair' portion of Reset, and a supporting role in the 'replacement' and 'recapitalization' categories. The TLSC-E's maintenance activities are primarily tasked with the 'repair' category. Supply Activity Europe (SAE) and 6966 Transportation Truck Terminal support 'replacement' and 'recapitalization' categories with staging, storage, and transportation/distribution support.

How does TLSC-E go about Reset'ing equipment under the 'repair' category of Reset? Reset repair standard is FM 10/20 standards, so for TLSC-E it's really nothing out of the ordinary and follows the army's basic approach to maintenance that the TLSC-E maintenance activities use every day.

If feasible, a maintenance assessment team from AMC or USAREUR goes forward into the combat theater to complete a cursory inspection of the equipment in order to determine the level of effort in terms of man-hours of work and major defects which require repair. This helps the TLSC-E maintenance activities schedule workload and determine which maintenance activity will complete the repairs when it returns to Europe.

Once the equipment arrives at the maintenance activity, a thorough technical inspection is completed using a FM 10/20 checklist. Faults are identified and required parts are ordered; when the majority of parts arrive, the job is floored and the mechanics of TLSC-E get to work, transforming worn out equipment back to a ready-for-use condition. As the work is completed the owning unit is notified and, depending on the desire of the unit, equipment is returned piece by piece or in bulk quantities.

Where does TLSC-E repair equipment needing Reset? That depends on the type of equipment and any special capabilities or infrastructure that might

be needed to complete Reset repairs. TLSC-E has four assigned maintenance activities, and each supports Reset repair in a unique way:

Maintenance Activity Kaiserslautern (MAK) primarily repairs wheeled vehicles, trailers, and generators for Reset, to include specialty vehicles such as Mobile Kitchen Trailers and 'expando' vans, but also has the skills and equipment to repair combat track systems of M1A1s and M2/M3s if required. MAK also Resets any vehicles requiring frame repair because they have the only Army-owned frame straightening machinery in USAREUR.

Maintenance Activity Mannheim (MAM) also primarily repairs wheeled vehicles and trailers for Reset. However, because MAM is the theater source of repair for fuel tankers which must be in compliance with The European Agreement Concerning the International Carriage of Dangerous Goods by Road, also known as "ADR", all 'repair' category fuel tankers and tank and pump units are sent to MAM for Reset. As part of the Reset repair process, all fuel tankers and tank and pump units are re-certified for ADR and receive a periodic hydrostatic test to ensure vehicles and equipment are fully ADR compliant when they are returned to the unit. In addition to repairing rolling stock, MAM also has a highly skilled and experienced small arms repair team that can complete any Reset 'repair' workload not assigned to the Tank Automotive Command's (TACOM) Small Arms Readiness & Evaluation Team with Repair (SARET-R). MAM is also the Theater's repair facility for the tactical engineer boats and bridge systems.

Maintenance Activity Vilseck (MAV), because of their unique support relationship with 2nd Stryker Cavalry Regiment (2SCR) and experience working on 2SCR equipment, completes a large portion of the Reset 'repair' for 2SCR when the unit redeploys to Vilseck. MAV has the capability to Reset wheeled vehicles, trailers, engineer equipment, ground support equipment, and artillery/mortars, to include fire control components; and like MAM, has a highly skilled and experienced small arms repair team that can complete any Reset 'repair' workload not assigned to the TACOM's SARET-R.

Maintenance Activity Pirmasens (MAP) is a source of repair for much of the theater's communications and electronic equipment and special electronic devices, to include night vision devices. MAP generally completes any Reset 'repair' workload not labeled as ARI and not assigned to Communications-Electronics Command's Communications, Electronics Evaluation and Repair Team (CEER-T) from Tobyhanna Army Depot. MAP also has the capability to repair tactical satellite systems and communications and air traffic control shelters.

As mentioned earlier, in addition to executing Reset 'repair', TLSC-E is also a key player in the 'replacement' and 'recapitalization' methodology of Reset. Supply Activity Europe (SAE) is used as a key node in AMC's effort to push replacement equipment into the European theater and retrograde equipment back to CONUS for 'recapitalization' programs. For example TACOM uses:

SAE's Organizational Clothing and Individual Equipment (OCIE) storage warehouse to stage OCIE Reset replacement materiel, and also to retrograde, repair, or code out the OCIE equipment that was replaced in the unit.

Warehouse facilities at MAP to stage replacement materiel and then retrograde materiel for TACOM's CBERT team.

Warehouse facilities at SAE to stage replacement materiel and then retrograde materiel for TACOM's SARET-R team.

SAE's open storage areas, agricultural cleaning, and customs capability and expertise to stage ARI equipment for retrograde to CONUS in support of 'recapitalization' programs.

TLSC-E's Civilian Support Group, the 6966th Transportation Truck Terminal (TTT), also plays a key supporting role in Reset 'replacement' and 'recapitalization' operations. 6966TTT provides the Common-User Land Transportation (CULT), also commonly referred to as 'line haul transportation', to move equipment from distribution points to the end user, and then also move equipment from unit locations back to theater processing and distribution points. 6966TTT provides the full range of CULT, ranging from the capability to quickly move small packages in a Sprinter van all the way up to moving tracked vehicles on a Heavy Equipment Transporter (HET).

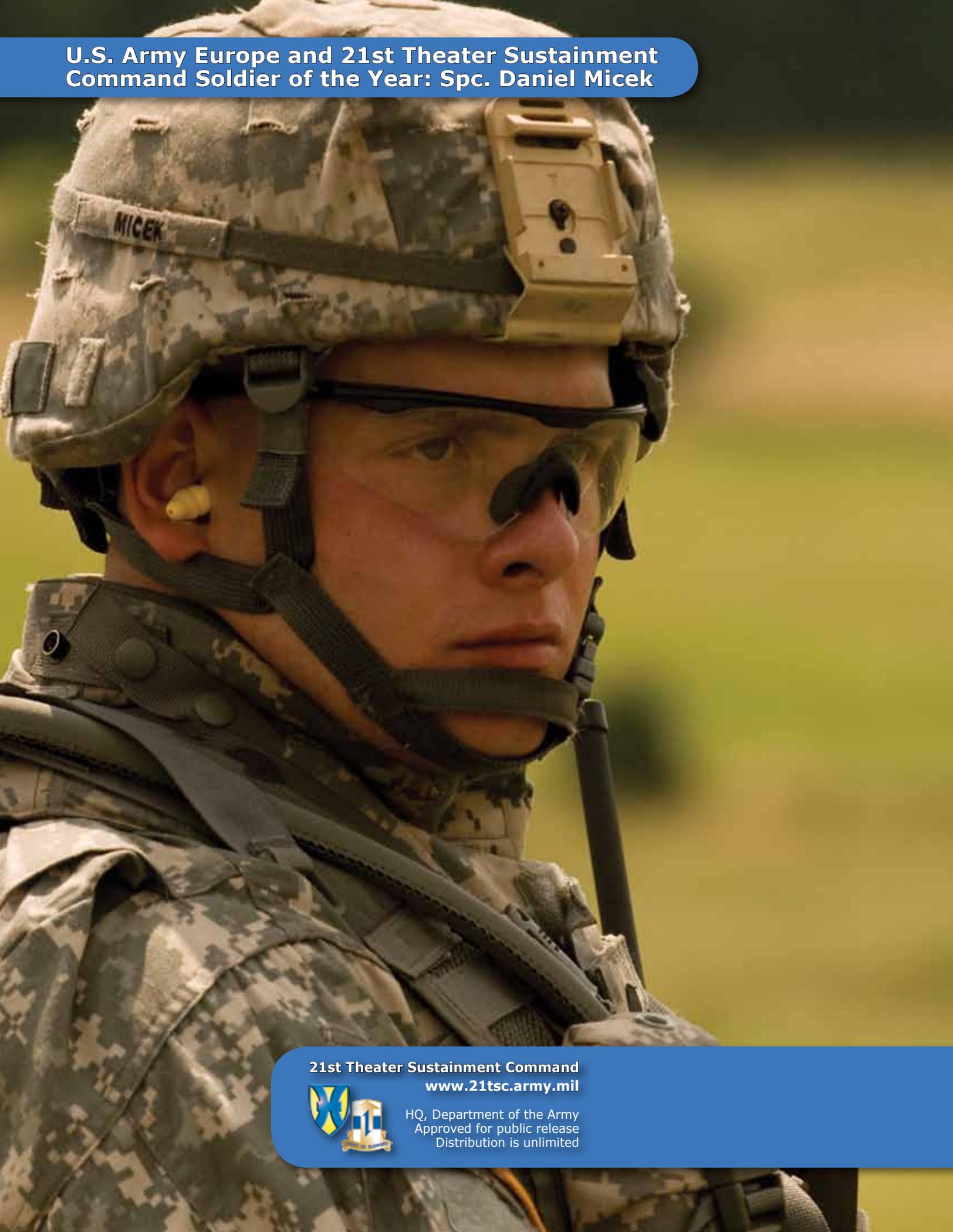
TLSC-E maintenance activities, in addition to directly supporting Reset 'repair', also support the 'replacement' and 'recapitalization' methodology of Reset. They assist fielding teams from Program Manager (PM) Offices in the de-processing and fielding of Reset ARI equipment being returned back to the units. Recent examples are MAV support to PM HBCT in de-processing M1A1 tanks and MAM support to Product Manager Bridging in de-processing armored vehicle-launched bridge (AVLB) systems.

These many facets of TLSC-E's support to the Army Reset program form the foundation for the critical link between 21TSC's sustainment capability and AMC's executive oversight of the Reset program. This link ensures the logistics capability found in 21TSC is leveraged to ensure USAREUR units receive the best possible support to quickly get their equipment back to a high state of readiness.



Yvonne Heinrichwork works on a vehicle at the Maintenance Activity Kaiserslautern. (Photo by Sgt. Frank Sanchez, III)

U.S. Army Europe and 21st Theater Sustainment Command Soldier of the Year: Spc. Daniel Micek



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