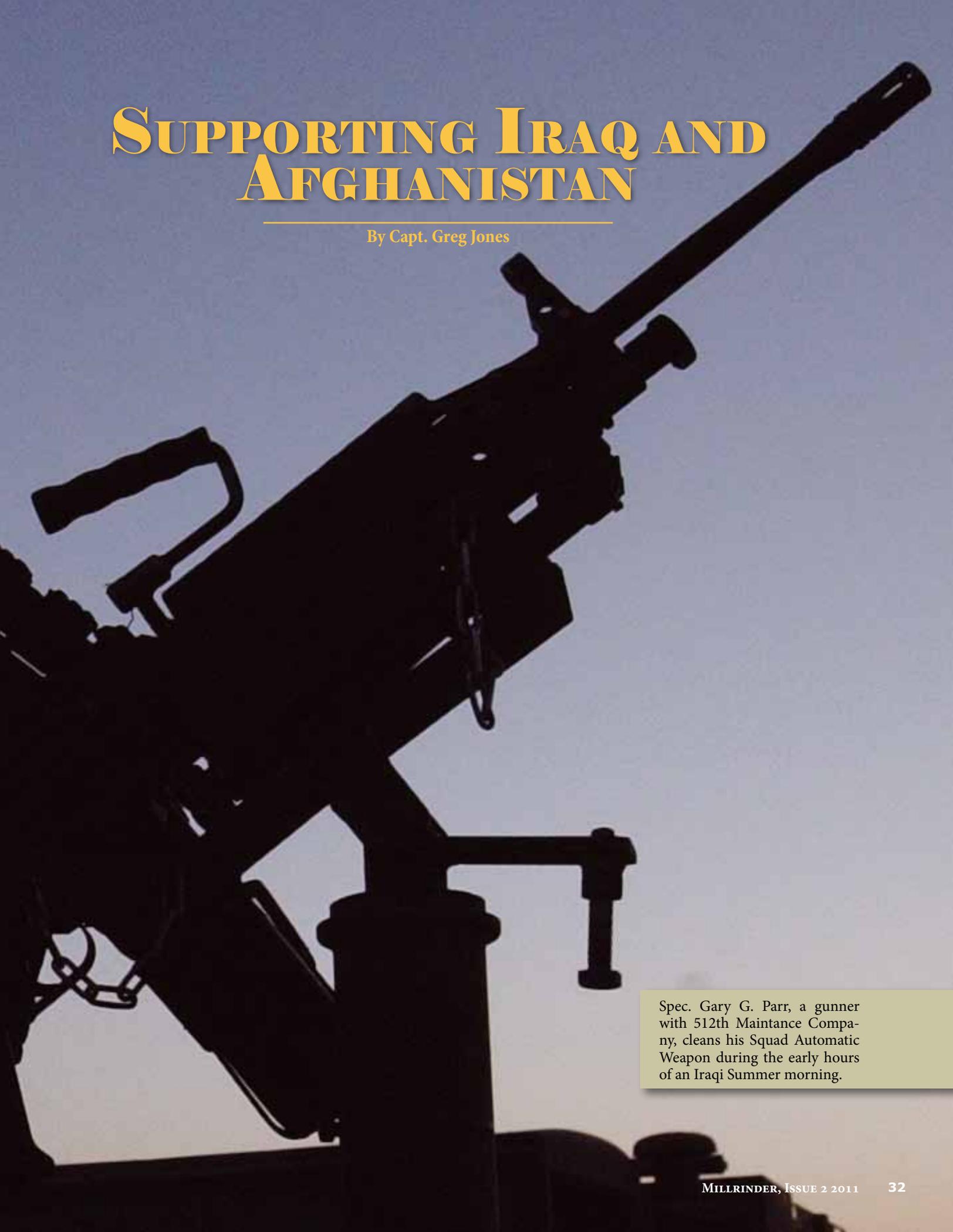


MODERN WARFARE



A large, dark silhouette of a Squad Automatic Weapon (SAW) is positioned diagonally across the frame, pointing towards the upper right. The weapon's details, such as the barrel, receiver, and mounting brackets, are clearly visible against the light, hazy background of a sky. The overall composition is minimalist and emphasizes the form and scale of the military equipment.

SUPPORTING IRAQ AND AFGHANISTAN

By Capt. Greg Jones

Spec. Gary G. Parr, a gunner with 512th Maintenance Company, cleans his Squad Automatic Weapon during the early hours of an Iraqi Summer morning.

With the fall of the Berlin Wall came major changes in the world and major changes for USAREUR's logistician as well. For four decades, the command had been maintaining a ready pipeline to support a major conflict between east and west, now it was to support multiple smaller conflicts and operations throughout the theater and into neighboring theaters.

As the various soviet republics of the east crumbled, the threat of the Great Russian bear faded quickly into a memory, and the vast network of prepositioned supplies at depots across the theater became unnecessary. The 21st TAACOM was about to go through some growing pains.

It was clear there was a need for change in the 21st TAACOM, but before that change, there would be one last test of the command's ability to support a major conflict. While it was no World War III, Desert Storm became one of the primary missions of the 21st TAACOM in 1990.

Just hours after then President

George Bush decided to deploy forces to liberate Kuwait, the 21st TAACOM received its first request for support. From that moment forward, the 21st TAACOM was moving quickly to support the fight.

"As the largest forward-deployed logistics command in the Army, the 21st TAACOM began working around the clock providing support to forces in Saudi Arabia." (1990)

At the reserve storage facility in Hythe, United Kingdom, the 47th Area Support Group sent a water purification unit capable of purifying thousands of gallons of water a day, along with 4,000 cases of Meals Ready to Eat and several medium landing craft and other equipment. From depots throughout the 21st TAACOM footprint, the 29th Area Support Group coordinated and assembled all sorts of supplies for air and surface movement. The 70th Transportation Battalion singlehandedly uploaded the entire 12th Combat Aviation Brigade onto ships for movement to Saudi Arabia.

"The entire 21st TAACOM family was actively involved in sup-

plying operation Desert Shield." (1990) "Even the Chaplain's office was busy procuring essential ecclesiastical supplies to support clerical requirements."

As Desert Shield transitioned into Desert Storm, the support requirements increased in both complexity and scale. The general approach taken was that several Corps support commands deployed forward to the conflict to provide direct support to the ground forces, while the 21st TAACOM pushed supplies through the European theater, managed the logistics network that moved the supplies forward to the corps support commands, and in certain areas provided direct support when the requirements could not be met directly by the corps support commands. (A detailed recount of the 21st TAACOM's support to Desert Shield and Desert Storm can be found in the unit's official history for 1990 and 1991)

Even as Desert Shield and Desert Storm occupied the headlines, the 21st TAACOM was also involved in a very quiet, but monumental mission. The 21st TAACOM was

1991 Desert Storm

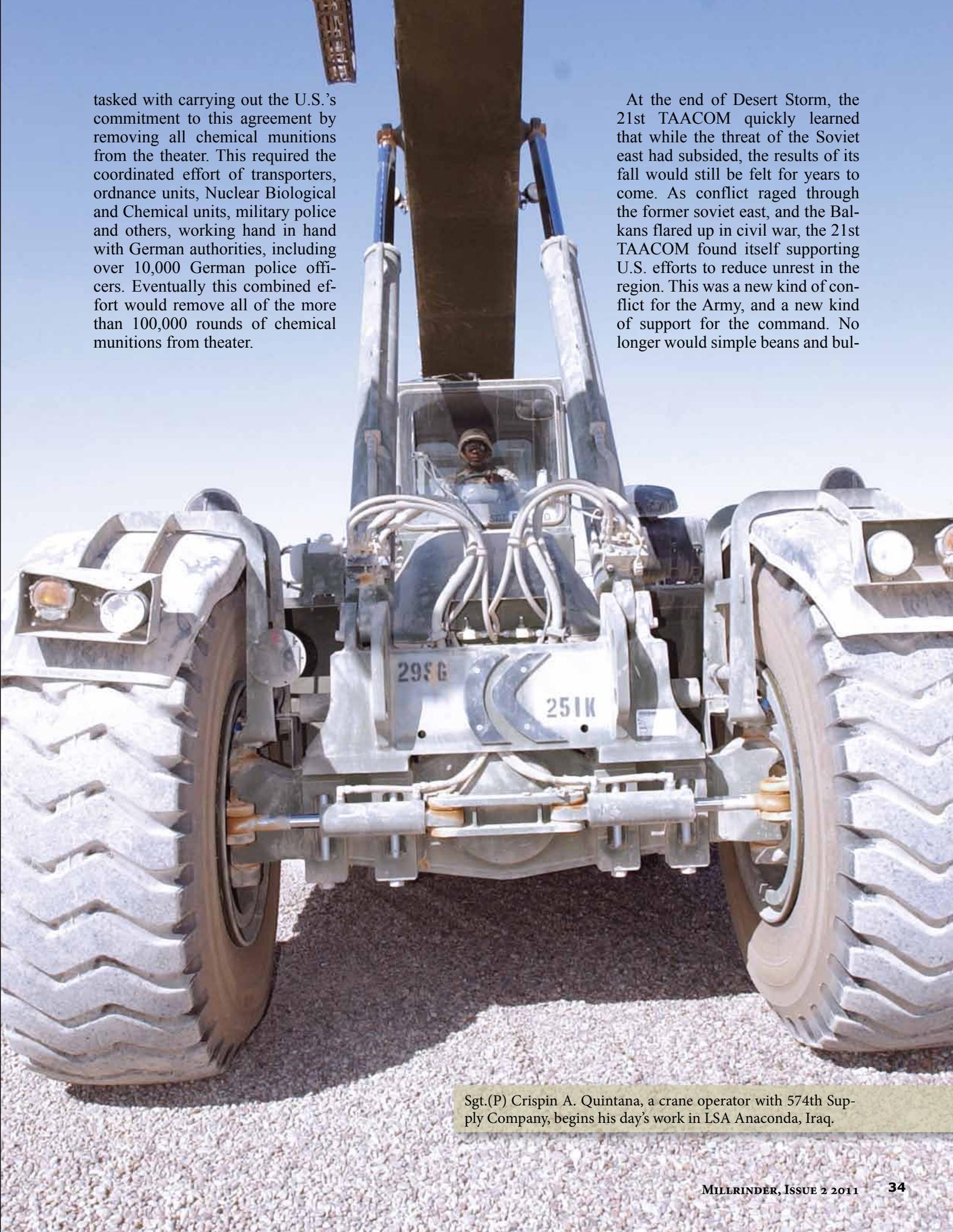
In February of 1991 the U.S.-led coalition succeeded in liberating Kuwait from its occupation by Iraq. Well-covered in the news, and well-supported by the American and international public, this was the first major post-soviet conflict for the U.S. Army.

For the 21st TAACOM, this marked the beginning of an era of supporting regional operations in the European theater as well as neighboring theaters. No longer focused on being ready to support a 'what if' situation involving war with the soviet east, the command often found itself supporting multiple operations simultaneously in various regions. In the photo, Gen. H. Norman Schwarzkopf, commander in chief, U.S. Central Command, leads his troops along the parade route during the National Victory Celebration held in honor of the Allied forces liberation of Kuwait during Operation Desert Storm.



tasked with carrying out the U.S.'s commitment to this agreement by removing all chemical munitions from the theater. This required the coordinated effort of transporters, ordnance units, Nuclear Biological and Chemical units, military police and others, working hand in hand with German authorities, including over 10,000 German police officers. Eventually this combined effort would remove all of the more than 100,000 rounds of chemical munitions from theater.

At the end of Desert Storm, the 21st TAACOM quickly learned that while the threat of the Soviet east had subsided, the results of its fall would still be felt for years to come. As conflict raged through the former soviet east, and the Balkans flared up in civil war, the 21st TAACOM found itself supporting U.S. efforts to reduce unrest in the region. This was a new kind of conflict for the Army, and a new kind of support for the command. No longer would simple beans and bul-



Sgt.(P) Crispin A. Quintana, a crane operator with 574th Supply Company, begins his day's work in LSA Anaconda, Iraq.

lets stockpiled in depots provide the support needed. Nation-building and peace-keeping required a great variety of resources.

In addition to this support, the 21st TSC, like all of USAREUR, was focused heavily on supporting the constant rotation of major combat units through theater in support of the U.S. efforts in Bosnia and Kosovo in the mid nineties.

As if these requirements were not enough to fill the command's plate, it was also heavily involved in supporting the last few REFORGER exercises, which were large scale exercises aimed at preparing for the return of major forces to Germany in case of full scale war with the soviet east. With the soviet threat now defunct, the REFORGER exercises slowly changed focus, and eventually disappeared altogether.

During these massive exercises, the 21st TAACOM would conduct port operations, Reception staging and Onward Movement, massive transport of equipment and supplies, as well as provide support forces to participate in the exercises. While the REFORGER ex-

Airborne Soldiers from the 21st TSC continued to train and conduct partnership jumps with their German counterparts even as the deployments ramped up in southeast Europe and southwest Asia.

ercises would end just a few years later, the lessons learned in providing a wide variety of support to forces in theater would remain with the 21st TAACOM, who would put these lessons to good use supporting forces rotating into and out of theater for support to the missions in Bosnia and later in Kosovo.

As the Army streamlined after Desert Storm, the 21st TAACOM was reduced to a two-star command and the name was changed to the 21st Theater Support Command. Near the end of this decade that began just months after the fall of the Berlin Wall, and kicked off with USAREUR's logistician supporting the largest conflict it had supported since World War II, a certain rhythm of supporting rotational forces through theater and conducting various smaller scale exercise had settled on the command.

This rhythm would be suddenly interrupted September 11, 2001

when terrorists flew two planes into the World Trade Center in New York, and one plane into the Pentagon. This single act is generally acknowledged as having changed our nation's entire way of life.

"It was a shock," said Command Sgt. Maj. (Ret) Arthur Peete, who served as the command sergeant major of the 21st TSC at the time of the attacks. "You couldn't believe something like this could happen to our nation."

Instantly, the day to day life of soldiers in the 21st TSC, and throughout Europe changed dramatically. Security measures were stepped up considerably, and the way in which servicemembers and their families lived overseas was different from that day forward.

"It brought about a change. It made us realize how vulnerable we were, especially over here," said Peete. "Even though we had trained and planned for war, this made us feel like it was right in our front

cont. on P. 39

1995 Operation Joint Endeavor

The Bosnian War officially ended with the signing of the Dayton Peace Agreement. Operation Joint Endeavor was the operational name of the

peacekeeping mission carried out by NATO's Implementation Force (IFOR).

In the years that followed, IFOR, KFOR and other regional operation

of this kind would keep the 21st TAACOM busy providing direct support to these operations, and also providing significant support to the rotational

training and exercises conducted in theater for US forces heading to IFOR and KFOR.

In the photo, soldiers from Finland guard the area of the meeting of the Joint Civilian Commission. They are sitting on top of an SISU (XA-180) IFOR (implementation Force) armored personnel carrier at a checkpoint situated in the Nordic Polish Brigade area of operation near the town of Doboj, Bosnia-Herzegovina on March 26, 1996 during Operation Joint Endeavor.

(Photo by Pvt. First Class Luis A. Deya)





What's in a Name? 21st Theater Support Command

October 18, 2000 to 15 July 2007

Mission

After the fall of the Berlin Wall, and essentially the crumbling of any real threat from the Soviet east,

the mission of the command changed drastically. The mission set was no longer to prepare for major conflict in theater, it was to support numerous ongoing operations within theater and in neighboring theaters. Another significant difference in the mis-

sion was that the 21st TSC was now providing a significant amount of direct support to combat units in theater.

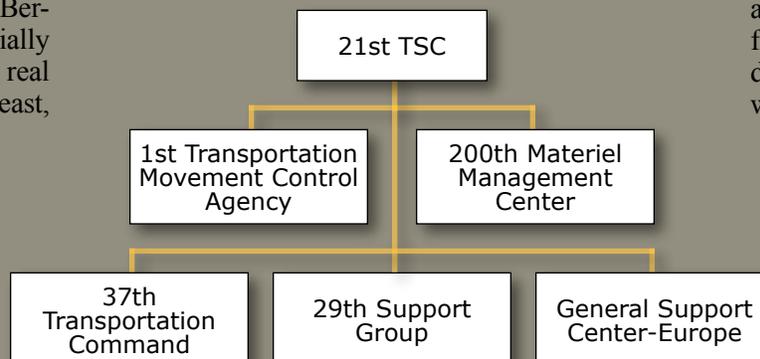
Background

It is during this period that the deactivation of the Corps Support Commands put the mission of

direct support to combat units in the 21st TSC's hands. This change also reflected the fact that the unit now commanded deployable forces and was considered a forward deployed command.

How it was different

Direct support to combat units and the command and control of deployable forces made this a very different command than what preceded it.





2001 9/11

“Today, our fellow citizens, our way of life, our very freedom came under attack in a series of deliberate and deadly terrorist acts. The victims were in airplanes or in their offices: secretaries, business men and women, military and federal workers, moms and dads, friends and neighbors. Thousands of lives were suddenly ended by evil, despicable acts of terror. The pictures

of airplanes flying into buildings, fires burning, huge -- huge structures

collapsing have filled us with disbelief, terrible sadness, and a quiet, unyielding anger. These acts of mass murder were intended to frighten our nation into chaos and retreat. But they have failed. Our country is strong.” President George Bush, September 11, 2001.

“It was a shock. You couldn’t believe something like this could hap-

pen to our nation. Even though we had trained and planned for war, this made us feel like it was right in our front door; it was brought to us. It made us quickly realize

that we would never go back to where we were.” Command Sgt. Maj. (Ret) Arthur Peete, who served as the command sergeant major of the 21st TSC at the time of the attacks.



The port of Antwerp held almost 5,000 vehicles and pieces of deploying equipment when this photo was taken in January, 2004



A Living History CSM (R) Arthur Peete

Command Sgt. Maj. (Ret) Arthur Peete served as the 21st TSC Command Sergeant Major from 2001-2003, including the deployment of the 21st TSC headquarters in support of Operation Iraqi Freedom in 2003. Retired from active duty, Peete now serves as the chief of logistics management for the Theater Logistics Center-Europe. Having served both as a Soldier and a Civilian in the 21st TSC, Peete points out the growing role of Civilians in the 21st TSC and the impor-

tant work they do every day.

“When I look at the support the civilians give the

Soldiers, and what they do for the soldiers, I see that we have some very dedicated civilians who

work very hard to ensure the warfighters get what they need when they need it.”



cont. from P. 36

door; it was brought to us. It made us quickly realize that we would never go back to where we were.”

In addition to the changing way of life in Europe, the 21st Theater Support Command also soon found itself supporting another major conflict in a neighboring theater as US forces invaded Afghanistan in Operation Enduring Freedom to oust Taliban Forces harboring terrorists that were responsible for the attacks on the World Trade Center and the Pentagon.

As one of the very first logistical commands to support OEF in October, 2001 with parachute rigging of supplies to both the Joint Special Operations Command and Central Intelligence Agency forces deployed into Uzbekistan and later into Afghanistan with the Northern Alliance, the command was in the right place, with the right capabilities and the right focus to support where nobody else could have made the same commitment.

About two years into this conflict, the 21st TSC would find itself directly supporting a conflict with Iraq, as U.S. forces invaded Iraq in

March of 2003. This time, however, the nature of the support was much more direct than what the command had been previously involved in. While still supporting USAREUR in deployments into OEF, the command split itself into a forward operating organization and deployed along with the 1st Infantry Division to support what was then planned to be the OIF northern attack through Turkey. When the Turkish government refused to allow deployment through its territory, the command stayed and supported the 101st Infantry Division (Airborne) in Mosul after the invasion of Iraq and the fall of Baghdad.

In between OEF and OIF, the command continued to support USAREUR, NATO and V Corps in support of both SFOR and KFOR rotations. The command opened up seaports of debarkation in Croatia, Slovenia, Bulgaria, and Romania and moved unit equipment both into and out of both force rotation locations.

What was noteworthy about the support to these two conflicts was not the scale of the operations.

Larger operations had been supported by the command in the past on more than one occasion. However, the very wide variety of complex support required for these conflicts forced the soldiers of the command to employ flexible talent as support troops, logisticians, transporters and other support troops. It was the ability of the units of the command, and their soldiers to overcome any challenge that was the calling card of the 21st Theater Support Command in the early 2000s.

“Without a doubt the strength of the 21st TSC during my tenure as their commander was the pride in overcoming any challenge to support Soldiers with logistical support, regardless of the challenge,” said Former 21st TSC commander, Lt. Gen (Ret.) William Mortensen, who commanded the unit from 2001 to 2003. “Whether it was repairing divisional equipment damaged in training or combat, supporting SFOR/KFOR rotations, rigging parachutes for support of special operating forces in OEF or deploying into Turkey to open up a northern front, the command and its



2005 Hurricane Katrina

In 2005, Hurricane Katrina struck the U.S. coastline wreaking havoc across much of the southeast, most notably in New Orleans Louisiana. The chaos that followed this disaster made headlines for months afterward as the city of New Orleans

and other cities in the region struggled to recover from the disaster.

Three years later, the 7th Army Reserve Command would fall under the 21st TSC and provisionally redesignate as the 7th Civil Support Command, a reserve and active duty unit comprised of specialized soldiers, civilians and equipment designed to assist in foreign consequence management to provide assistance to partner nations who ex-

perience similar tragedies and request assistance from the United States.

“Katrina is comparable in intensity to Hurricane Camille of 1969, only larger,” warned the National Hurricane Center on Sunday, August 28, 2005. By this time, Hurricane Katrina was set to become one of the most powerful storms to strike the United States, with winds of 257 kilometers per hour (160 miles per hour) and stronger gusts. The air pressure, another indicator of hurricane strength, at the center of this Category 5 storm

measured 902 millibars, the fourth lowest air pressure on record for an Atlantic storm. The lower the air pressure, the more powerful the storm.

Two hours after the National Hurricane Center issued their warning, the Moderate Resolution Imaging Spectroradiometer (MODIS) captured this image from NASA’s Terra satellite at 1:00 p.m. Eastern Daylight Savings Time. The massive storm covers much of the Gulf of Mexico, spanning from the U.S. coast to the Yucatan Peninsula.

(Photo courtesy of NASA)





Spc. Antonio Gonzales (gunner), an administrative specialist with the 16th Corps Support Group's public affairs section, voluntarily extended his deployment orders for an additional year. He says the second year has been more 'action-packed.' In the first five months of the second year, he has been in at least 72 missions outside the wire. He only did 10 of those the previous year. Here, Gonzales and Sgt. Cedric Wolters practice firing the .50 cal machine gun at a range. (Photo courtesy of 207th Mobile Public Affairs Detachment)

A Living History LTG (R) William E. Mortensen

Then Maj. Gen. William E. Mortensen, the 21st Theater Support Command's commanding general, discusses the reception of personnel at the airport in Pristina, Kosovo, with his officers in charge of the reception missions during a rehearsal Saturday for the Sunday reception of the first flight containing incoming KFOR soldiers.

The 21st Theater Support Command, has the Kosovo reception staging and onward movement mission in support of the KFOR transfer

of authority from 10th Mountain to 1st Infantry Division.

"We want to make sure that what we do for them makes their outbound and

inbound move as smooth as possible," Mortensen said.



Soldiers of the 21st TSC load onto a C-17 Globemaster III aircraft for their deployment to Iraq, July 2004.



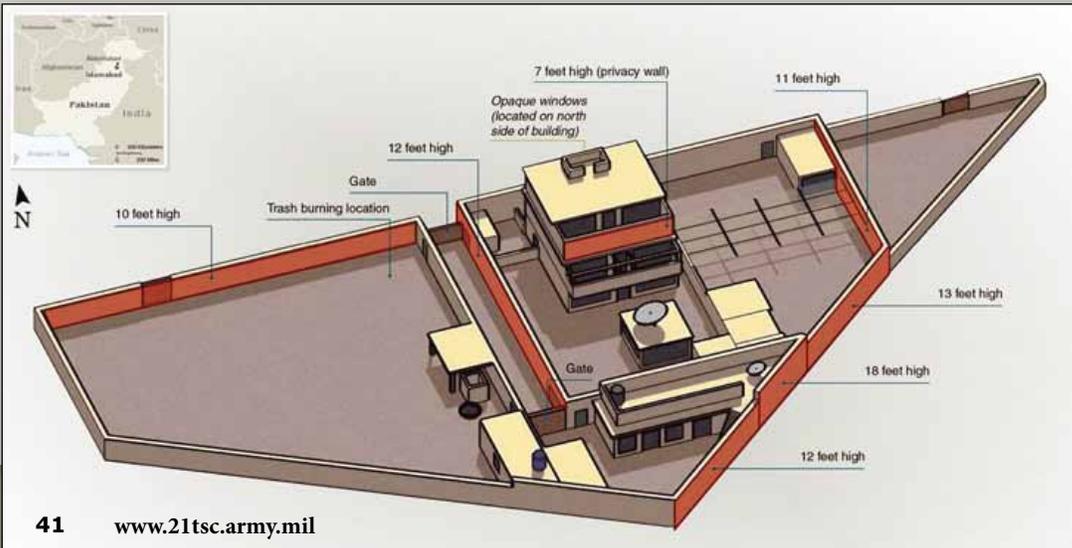
2011 Osama Bin Laden Killed

On May 1, 2011 Commander in Chief Barak Obama announced that a U.S. Special Forces raid of a compound in Pakistan which is shown below (Image source: www.cia.gov) had resulted in the death of Osama Bin Laden, mastermind of the 9-11 Attacks, effectively ending a manhunt begun nearly a decade ago. Almost ten years after

providing support to the earliest of Special Operations Forces to deploy into Afghanistan starting what would turn out to be a nearly decade-long manhunt, the 21st TSC still

finds itself supporting Operation Enduring Freedom primarily through three different efforts; providing ready forces to deploy in support of OEF, providing direct logistical support both within the European theater and in neighboring theaters, and more and more in recent years, by providing support to partnership exercises which help prepare partner nations for deployments in support of OEF.

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personnel were always ready – no questions asked.”

As the conflicts in Iraq and Afghanistan settled into a certain rhythm again, the 21st found itself supporting these operations and took on two additional challenges.

First, the command began to take over more direct support missions as the Corps Support Commands were reduced and ultimately deactivated. The Soldiers and civilians found themselves once again providing a wide array of support directly to the warfighter throughout the theater.

The other new trend the command found itself involved in were various partnership exercises throughout the region. While the REFORGER series of exercises were aimed at defending against the soviet east, these new partnership exercises were aimed at improving the interoperability of U.S. forces with its allies and partners in the region.

With this new approach came new challenges as the 21st TSC found itself working closely with a much wider variety of nations all of whom had slightly varying ap-

proaches to logistics. It also meant the 21st TSC was conducting support operations in a wide variety of nations throughout the European Theater and neighboring regions. Each new nation presented new logistics challenges for the 21st TSC.

With more direct support to the warfighter, and a much greater variety of support capabilities came the final name change in the 21st's current history. The 21st Became the 21st Theater Sustainment Command. The word sustainment is used to indicate a much broader category of support, among the changes indicated by this name change are the addition of the 18th Engineer Brigade, the 18th Military Police Brigade, the organization formerly known as the 1st Personnel Command and now known as Human Resources Command.

This most recent change in nature and name brings us to the current 21st TSC. On any given day the Soldiers and Civilians of the 21st TSC find themselves primarily involved in one of five basic

missions; supporting rotational deployments in and through the theater in support of Bosnia, Kosovo, Operation New Dawn and Operation Enduring Freedom; supporting partnership exercises to continue to improve the U.S.'s ability to work with partner nations in these and other conflicts, supporting day-to-day operations of USAREUR units; preparing for or responding to major disasters or catastrophic events in theater; or providing or preparing to provide sustainment forces to the CENTCOM theater of operations.

While the 21st TSC of today is a very different organization than the COMZEUR of six decades ago, the role it plays as USAREUR's logistician is not so different, and there are some very striking similarities that have held through over the years, despite the major changes in the region.

The command has come far in six decades, but remains stolid as USAREUR's logistician, and each and every day, the Soldiers, Civilians and even the Families of this command strive to live up to the motto of "First in Support!"

What's in a Name? 21st Theater Sustainment Command

16 July, 2007 to Present

Mission

The mission of the 21st TSC expanded from the previous 21st TSC to include broader func-

tionality and to support operations outside of the European theater. The current mission statement read: 'The 21st Theater Sustainment Command provides theater sustainment support of U.S. Army Europe and, as directed, in support of U.S. Army Africa/U.S. Africa Command; supports theater opening, distribution, sustainment and reception, staging, onward

movement and integration (RSO&I) functions. The command deploys on order; prepares to support Joint and Coalition forces and civil authorities; supports USAREUR's Theater Security Cooperation efforts within U.S. European Command's Strategy for Active Security.'

How it is different

The major difference between the 21st Theater

Support Command and the 21st Theater Sustainment Command is in the capabilities it controls. Under the new TSC, the command oversees the Army Military Police brigade for the theater, the Engineer Brigade, and the function previously fulfilled by the 1st Personnel Command. The term sustainment is used to reflect this broader range of support provided to USAREUR.

