

21st Theater Sustainment Command: Transforming in Support



U.S. Army/SSG Tyrone Basnight

Above, the 21st Theater Sustainment Command (TSC) uses the Humvee Egress Assistance Trainer to teach soldiers how to better react to vehicle rollovers. The 21st TSC provides theater sustainment throughout EUCOM and AFRICOM areas of responsibility.

“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!”



U.S. Army/SGT Frank Sanchez III

A 5th Quartermaster Company (QM) paratrooper receives hands-on instruction from a French paratrooper about the functions and capabilities of the French parachute. The 5th QM Co. participates in about 60 airborne operations a year across the European theater with foreign militaries and other U.S. military units.

of U.S. Army Europe

By MG Yves J. Fontaine and MAJ Grant Morris



Soldiers on the night shift at the 21st TSC's Combined Operations and Intelligence Center (COIC) prepare for an operations briefing during a recent exercise. The COIC is the nerve system of the 21st TSC—where sustainment operations in EUCOM and AFRICOM are managed and tracked.

U.S. Army/Michael Bowers

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 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 a transformation—adding several enabling functions, such as human resources, finance and operational contracting, and developing an expeditionary mind-set focused on five lines of operation that guide the command as we support the day-to-day activities of USAREUR:

- Support the war on terrorism and theater operations.
- Transform the 21st Theater Sustainment Command into an expeditionary force.
- Sustain the theater base.
- Soldier and family welfare.
- Build the bench.

The 21st TSC staff work diligently inside the forward command post (FCP) during a training exercise. The FCP is a 21st TSC early-entry asset that deploys to support theater opening and distribution as well as reception, staging, onward movement and integration functions across the European and African theaters of operation.



U.S. Army/SPC Jason Nolte

Support the War on Terrorism And Theater Operations

As the requirement to provide trained and ready forces to the war on terrorism 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 (FY) 2009, the 21st TSC deployed six units, redeployed 14, 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 already deployed units. In coordination with the 7th Army Joint Multinational Training Command, in February the 21st TSC conducted a pilot program at Panzer Kaserne, Kaiserslautern, Germany, where 41 sol-

diers from around Germany received individual readiness training in preparation for deployment. Over the past year, we have prepared more than 4,000 soldiers for duty in Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF).

In addition to our capability to train warriors, the support we provide to units deploying for the war on terrorism and 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, OEF and OIF. We provide sustainment stocks and monitor the distribution network to the U.S. Central Command area of operations, including the new northern distribution network to OEF. At the same time, the 21st TSC provides reach-back maintenance capability to Army Central Command as needed.

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 nondeploying 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 FY 2007, the

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A truck loads a UH-60 Black Hawk helicopter onto a barge. Barges are one of many methods used by the 21st TSC to transport equipment and supplies across the European theater.



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 FY 2008, USAREUR adopted the Army Materiel Command (AMC) model of consolidating equipment into two sites, thus reducing the need to oversee multiple storage sites. In FY 2009, we will further consolidate LBE under the megahub 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 maximizes our resident local-national workforce and reduces storage and

maintenance costs. Over the past two years we have aggressively worked to close six of 10 operating sites, and by FY 2010 the remaining sites will close.

Soldiers from the 18th Military Police Brigade, 21st TSC, form a four-man stack outside a doorway as they attempt to clear a mock Iraqi village at the newly constructed forward operating base on Panzer Kaserne in Kaiserslautern, Germany.



U.S. Army/SSG Tyrone Basnight



U.S. Army/Jennifer King

Transform the 21st TSC into an Expeditionary Force

Over the past two years, the 21st TSC has transformed through a combination of organizational, cultural, physical and training conversions, enabling us 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. This shift—which broke down traditional barriers to staff collaboration—along with the integration of several automated systems and strategic partners, has improved the quality and timeliness of information available to 21st TSC senior leaders.

To accompany the development of our COIC, we have also built a tailorable command post that can be deployed on short notice to synchronize sustainment. This capability provides the USAREUR commander with a forward logistics command-and-control node anywhere in the EUCOM and AFRICOM areas of responsibility until an expeditionary sustainment command can be used 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 of forces, while allowing for simultaneous European-theater sustainment from the COIC. With this new capability, EUCOM can use the land component's logistics command and control and theater

opening infrastructure to provide unity of command while a single logistics headquarters synchronizes and clarifies 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 TSC participated in Exercise Austere Challenge 2008, a EUCOM-directed exercise designed to train and certify a joint task force 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.

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), joint task force and other service components through boards, bureaus, centers, cells and working groups. As we move forward to Exercise Austere Challenge 2009, our focus is 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 using reach back for capabilities outside the joint operating area.

After Austere Challenge 2008, the 21st TSC was tasked to support the humanitarian crisis in the country of Georgia (Operation Assured Delivery) in August and September 2008. With virtually no forewarning, a small element of

21st TSC Commander's Intent

Support the War on Terrorism & Theater Operations

Provide Trained and Ready Units and Soldiers in Support of the War on Terrorism

Provide Theater Sustainment Command & Control and Maintain the Theater Base for Reach Back

Sustain Theater Opening, Theater Distribution and RSOI

Develop, Maintain and Nurture Theater-Wide Lines of Communication

ENDS

Support the War on Terrorism

Transform 21st TSC into an Expeditionary Force

Create an Expeditionary Command and Control Headquarters

Transform the 7th ARCOM into a Civil Support Command

Rebase the Force and Set the Logistics Stance in Support of Seventh Army

Integrate 21st TSC COIC Operations into the Seventh Army COIC Battle Rhythm

Provide a Modular and Expeditionary Force

Sustain the Theater Base

Create a Synchronized System to Provide Theater Sustainment

Maintain Left-Behind Equipment of Deployed Units and Reset Seventh Army Units as They Return

Structure CSS in Accordance with USAREUR Transformation Initiatives

Involve Joint and National Partners to Meet Requirements

Sustain Full Spectrum Operations

Soldier and Family Welfare

Ensure the Well-Being of our Soldiers and Civilians

Maintain a Safe Environment for Soldiers, Civilians and Families

Implement the Army Family Covenant

Ensure First-Class Community Services within Senior Mission Commander Footprint

Provide Effective Programs for Soldiers, Civilians and Family

Build the Bench

Develop Experts on Logistics and Army Battle Command Systems

Execute a Recruiting and Retention Strategy to Ensure Long-Term European-Based CM Viability

Conduct Semiannual Brigade-Level Staff Rides

Create Programs to Enhance Professional Development

Develop Tactically and Technically Proficient Leaders

Lines of Operation

the 21st TSC headquarters deployed and formed the core of the EUCOM Joint Assessment Team (EJAT), integrating members of the Navy, Marine Corps, Air Force and Army Reserve forces into our staff. Throughout the crisis, the EJAT validated many of the processes and procedures developed by the 21st TSC during Austere Challenge 2008. 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 USAREUR, 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 enabling the TSC to support two contingency operations simultaneously. The brigade will provide maintenance, supply, ammunition, transportation, aerial delivery, human resources, finance and deployment support to the 21st TSC and USAREUR with two combat sustainment support battalions and two movement control battalions.

Complementing this expeditionary capability is the TLSC-E. Headquartered in Kaiserslautern, this organization consists mostly of German civilians and is nondeployable. Its mission is to provide USAREUR with a theater



U.S. Army/SGM Cameron Porter

Contracted mechanics under the 21st TSC perform maintenance on left-behind equipment (LBE) from the 12th Combat Aviation Brigade while the unit is deployed. Theater Aviation Sustainment Maintenance-Europe (TASM-E) is charged with inspecting and maintaining unit LBE, which primarily consists of aviation and ground equipment such as vehicles, generators and trailers. TASM-E falls under the operational control of the 405th Army Field Support Brigade and under further control of the 21st TSC.

sustainment base consisting of maintenance, supply, ammunition and transportation.

As part of the sustaining base mission, the 21st 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. 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. DLA-E provides centralized multi-class stockage and distribution. The 598th Transportation Group is our link to the Surface Deployment and Distribution Command 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, appli-

cation 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 with transforming this organization into the 7th Civil Support Command (CSC) by 2009. The 7th CSC focused on providing consequence management and civil affairs capability to USAREUR, the goal being 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), to provide the 21st TSC with the capability to sustain theater-level personnel support to USAREUR units and to conduct

Personnel from 7th Civil Support Command (CSC) conduct clean operations dealing with the removal of chemicals during a training exercise. Seventh CSC supports U.S. Army Europe and Seventh Army.

technical certification of skills such as financial management, postal and human resources 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, works 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 United States for reset, while others are repaired at one of four maintenance sites managed by the 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 centers of excellence (CoEs), providing consolidated sustainment-level maintenance with satellite storefront operations within the enduring communities. Three of these centers consolidate maintenance capabilities which reside in the TLSC-E in Kaiserslautern; the fourth will use AMC's Theater Aviation Sustainment Maintenance-Europe (TASM-E), operated by the 405th AFSB; and the fifth center uses 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 of the theater. This year, we will consolidate both Army-owned logistics automation systems repair and program manager-owned radio frequency identification tag repair in Kaiserslautern to develop the Standard Army Management Information Systems CoE. The Communications CoE, which will have initial operating capability in Kaiserslautern in FY 2013, will support joint



U.S. Army/Angelika Lantz

network node, 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 with one-stop shopping for all supply and maintenance needs.

The fourth CoE, the Aviation CoE operated by the 405th AFSB in Ansbach, provides sustainment-level maintenance. By 2011, this CoE will be colocated with the 12th Combat Aviation Brigade (CAB) and will augment the CAB's limited sustainment-level maintenance capability. The AFSB's TASM-E currently provides 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 Germersheim, is operated by DDDE. It combines the Theater Consolidated Shipping Point-Europe 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 include hazardous material storage and distribution.

A key to providing successful sustainment in USAREUR

MSG David Marbut from Headquarters and Headquarters Company, 21st TSC, carries the next piece of temporary flooring for the 21st TSC's forward command post.

is the establishment of strong theater security cooperation and host-nation engagement programs. Within the 21st 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 command's 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. 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 network from central Germany to Baku, Azerbaijan. In April 2009, we rekindled our relationship with one of our longest standing partners, and we are currently working with the United Kingdom's 102nd Logistics Brigade in Exercise Austere Challenge 2009.

Soldier and 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 21st TSC soldiers. Most notably, AFC provides a wide range of services for spouses of deployed soldiers through the child development centers and youth services aimed at reducing the cost of child care and easing the financial burdens of our family members. In addition to providing care for our spouses, AFC dollars were used to renovate the WTU facilities at Landstuhl Regional Medical Center and provide 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 Force in Europe (USAFE) at Ramstein and Vogelweh Air



Force bases. To ensure that Army families receive AFC benefits on Air Force installations, USAREUR and USAFE signed an interservice support agreement in November 2008 creating a Joint base concept for the community. Now families of deployed soldiers can receive the same AFC benefits in their home communities.

Build the Bench

In 2009, the U.S. Army announced the Year of the Non-commissioned Officer. With this renewed Armywide 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. Commanders have the ability to train their soldiers on all weapons systems in the engagement skills trainer; train individual skills, small-unit tactics, fieldcraft and precombat checks in the virtual battlespace 2; and drill soldiers on rollover safety in the HMMWV egress assistance trainer. 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 many changes, from centers of excellence to expeditionary capabilities to family programs. In less than two years, the 21st TSC has established itself as the single Army logistics provider in Europe. As USAREUR continues its transformation over the next four years, the 21st TSC will continue to right-size the logistics community while we fine-tune the logistics stance to better serve USAREUR's transformational evolution. We see a host of small but significant changes in our business practices to better support the war on terrorism 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. ★