

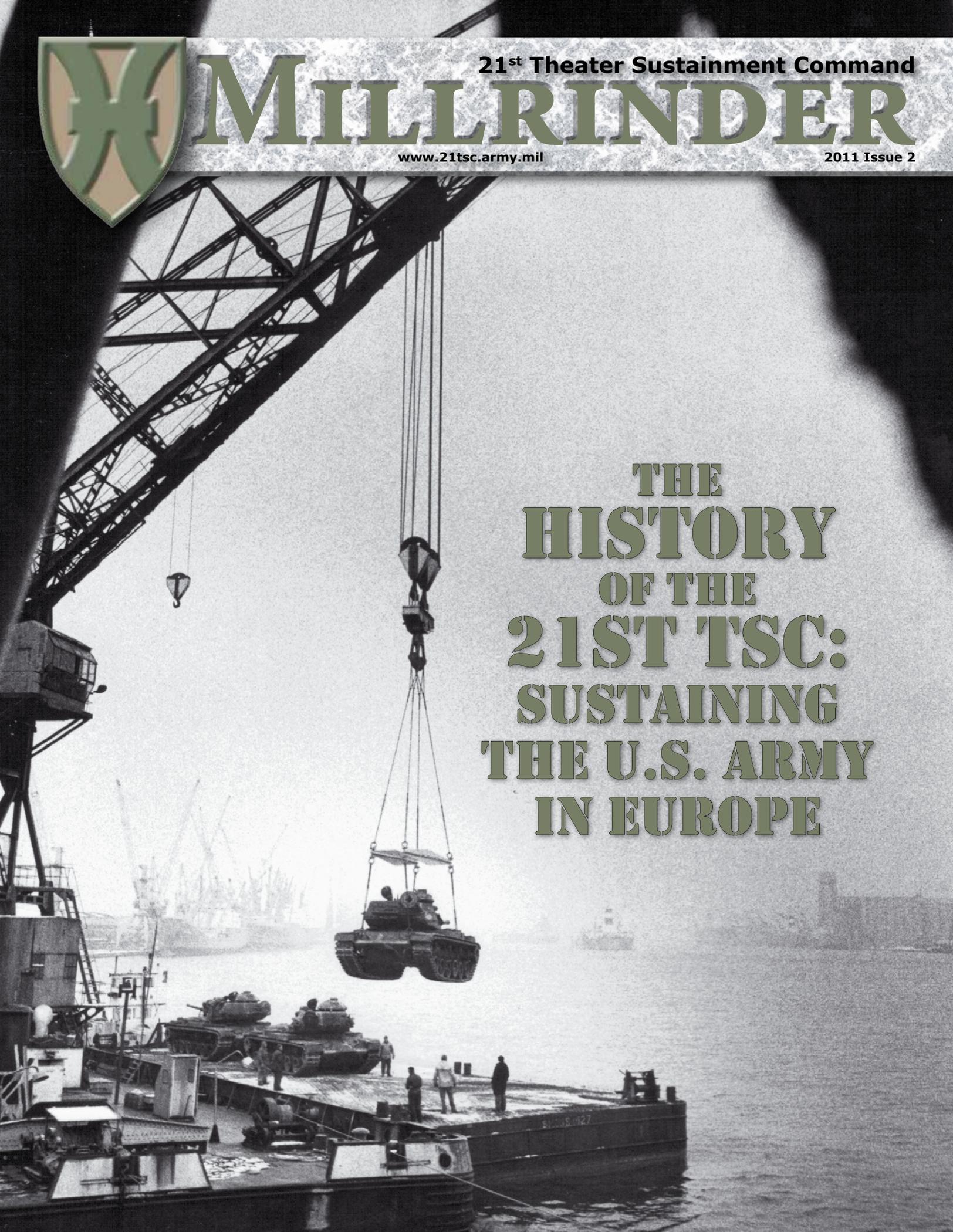


21st Theater Sustainment Command

MILLRINDER

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2011 Issue 2



THE HISTORY OF THE 21ST TSC: SUSTAINING THE U.S. ARMY IN EUROPE

2011 ISSUE 2

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Each edition of the Millrinder features a pull-out poster.
This edition the focus is the 21st TSC Soldier: Past to Future



On History Cover: A tank being loaded on a barge from aboard the USNA Meteor at Churchhill dock in Antwerp, Belgium. (Photo by Sgt. First Class Rudi Williams)

On Future Cover: U.S. Army soldiers of 541st Sapper Co., 54th Engineer Battalion, 18th Engineer Brigade, alongside Afghanistan National Army soldiers, patrol through the village of Baraki Barak, Logar province, Afghanistan, during route clearance, in order to improve security in the area, July 06, 2011. (Photo by Spc. Mikel Peterson)



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From Past...to Present to Future...

By Maj. Gen. Patricia E. McQuiston

This edition of the Millrinder Magazine marks the last one in my tour here as the Commanding General of the 21st Theater Sustainment Command so it is very special to me for many reasons, but foremost because of its proud history and its evolution here in Germany. History of an organization plays such an important role in its success and it is my belief that until you know where you've been, you can't truly understand where you're going.

This edition has captured the essence of the evolution of the 21st TSC from its ori-

gin as the COMZ or COMZEUR as some called it, to its current configuration. More importantly, it gives you a glimpse into what is expected in the very near future. This edition is not just another recount of logistics operations from days gone by; it is a very practical and personal approach to knowing about the 21st TSC and its roots. Leaders from different periods of the 21st's history provided their own experiences to make this edition one that will be remembered and readers will want to keep.

What's important to note while perusing

A German Soldier directs a U.S. Army 1st Lt from the TAACOM at a range.



Sgt. Sherman Williams, a motor sergeant with the Headquarters and Headquarters Company, 18th Military Police Brigade, and a St. Louis, Mo., native, assists a German MP from 2nd Company, Feldjäger Battalion 251, at an M4 and M9 range the brigade hosted as a chance for German soldiers to earn their American marksmanship badges. (Photo by Sgt. Adrienne Killingsworth; 18th MP Brigade PAO)



the magazine is that many of the changes the 21st TSC experienced were directly linked with very significant milestones in U.S. history. It is very well depicted throughout the magazine to help you understand what triggered different movements or changes. What you'll find also is that 21st TSC was usually at the forefront of change, many times well ahead of official directives. Although change is constant in the Army, the 21st TSC's flexible, adaptable mindset is what has always made it successful - its ability to embrace change and improve processes.

The layout of the magazine is very unique. As you look at the front cover, the

photos you see depict the history of 21st TSC, but if you turn it over to the other side it opens again as a new magazine to show the future of 21st TSC. This makes for a rather interesting new approach not used in other editions and is a great way to delineate between the two eras.

The history of the 21st Theater Sustainment Command may not be one that spans the century, but it is definitely a very impressive one. From its humble beginnings following on the heels of WWII, to its very robust and modular formation now, the 21st has always been there and will continue to be there to provide support where and when needed.

Soldiering in Europe's and Africa's Premiere Logistics Command

By Command Sgt. Maj. James E. Spencer

It is my pleasure to continue to serve in our Army as the Command Sergeant Major of the 21st Theater Sustainment Command, which has been able to adapt and embrace constant change through history, and continue to provide excellent support to our Soldiers and Families.

This edition of the Millrinder Magazine highlights the evolution of the 21st TSC throughout history to its current configuration today, and provides a peek of what is ahead in the near future. As far back as I can remember people spoke about the 21st Theater Army Area Command, and then the 21st Theater Support Command, and now the 21st Theater Sustainment Command. Although this unit has changed in

structure and capability, the constant has always been the great support provided in many different aspects from an efficient organization that can do just about anything.

What is important to remember though is that in spite of all the changes absorbed by this organization, it has always remained at the forefront of sustainment operations as a direct result of the caliber and competence of the Soldiers assigned to carry out the mission, which is evident and highlighted throughout this magazine.

As Leaders, we recognize that Soldiers have always been and will continue to be the most valuable asset we have in our Army, and Soldiers are at the root of



Spec. 5 Orville Barber of the 68th Trans Co., 28th Trans. Bn., waits his turn on the field test course.

Sgt. Thomas B. Brown, 226th Service and Supply Co., guides in a Chinook helicopter. (Photo by Sgt. Bert Michaud)



success when it comes to carrying out the 21st mission. Our challenge remains as leaders within the 21st TSC is to ensure we are doing everything we can to take care of those Soldiers and their Families. As leaders if we continue to meet that challenge, 21st TSC Soldiers can sustain and maintain all of the missions that we perform on a day-to-day basis as a unit whether they're engineers, military police, sustainers, finance personnel, or our Soldiers at the gateways and all of the other specialties within this unit.

The history of the 21st Theater Sustainment Command has been exceptionally remarkable, as you will notice while reading this edition. Today, the 21st TSC impact stretches across the European Command, the

African Command, and in the forces we provide in support of the Central Command mission. Even though I cannot put a value on the impact this organization has made throughout history, I can walk out to our Fallen Memorial and see the names of this organization that paid the ultimate sacrifice in support of what we have done and what we continue to do.

I believe that if you mention the 21st Theater Sustainment Command to anyone across the Army today, there is not one person that does not understand that we are here to supply and take care of the warfighter, take care of families, and take care of the communities in which they live.

First in Support! Army Strong!

German army Pfc. Oliver Gies from the 2nd Company, Feldjäger Battalion 251, and Sgt. Christopher Turner, the unit movement officer for Headquarters and Headquarters Company, 18th Military Police Brigade, and a McDonough, Ga., native, share the pain as they get tased during non-lethal training April 28 in Mannheim, Germany. The training was a part of an ongoing partnership between the 18th MPs and their Feldjäger counterparts in Germany.



HOW-TO GUIDE: THE HIS

Throughout this historical review of the 21st Theater Sustainment Command and its various predecessors, you will find five elements that work together to help tell the history of the 21st TSC, its soldiers and civilians.

Articles

First, are the main articles. Broken down into four periods, these articles will walk you through the six decades that make up the history of the 21st TSC and its predecessor units. These articles will tell you about the founding of the COMZEUR as U.S. Army Europe's senior logistical command, and the first few decades of the command. Next you will read about the command's support of the inactive conflict known as the Cold War that occupied so much of our lives from the 60s on through the 80s. You will then read about the post-cold war years of the 21st TSC, and as a capstone you will get a glimpse of the command's best guess as to what lies in the immediate future.

History 101

Throughout the magazine you will also find historical markers. These are brief summaries of events that are of such significant social impact that they stand out in the history books, and the memories of most of those who were alive during those events. These include such events as Kennedy's assassination, the challenger explosion, and the 9-11 attacks. As these moments in time appear below the main article, you will be able to read in the main text, what was going on in the 21st TSC during that time.

HISTORY OF THE 21ST TSC

Bonus Material

In this issue you will see a Quick Response or QR code on various articles. If you have a smart phone with a QR Code reader you can scan these codes and they will take you to special content and websites about the subject in the article.

QR Code is two-dimensional symbol developed by Denso Wave (a division of Denso Corporation at the time) and released in 1994 with the primary aim of being a symbol that is easily interpreted by scanner equipment.



They are readable by dedicated QR barcode readers and camera telephones. The code consists of black modules arranged in a square pattern on a white background. The information encoded may be text, URL, or other data.

Living History

Throughout the magazine certain current and former members of the command provide comments on the events highlighted in this historical review. On certain pages you will have the opportunity to read a very short bio of these examples of living history, and put a face to the voices you hear throughout the text.

What's in a Name?

On some pages you will find a feature called 'What's in a name?' this will provide a snapshot of the structure and mission of the various different names under which the 21st has operated over the years. Each of these will highlight the name of the unit at that time, its mission, its command structure, and what made it different than the command under other names.

The 21st Theater Sustainment Command

Six Decades of First in Support

COMZEUR The "Untold" History 1951-1964

This article will introduce for the first time for many in the command a unit known as the Communications Zone Europe. Abbreviated to COMZEUR or COMZ, this unit was an 'ancestor' unit to the 21st TSC. While the official lineage of the 21st TSC starts with the activation of the 1st Support Brigade in 1965, COMZEUR filled the role and function that the 21st TSC does now as U.S. Army Europe's senior sustainment command. To really understand the history of the 21st TSC it is important not only to know the official lineage but the history of those units that came before.

This article will take you from the official activation of the COMZEUR as a separate command in 1951 to 1974, when the command, under the name Theater Army Support Command, was reduced to zero strength and effectively deactivated.

COLD WAR Sustaining a Cold War Army 1964-1989

During the decades-long standoff known as the Cold War the 1st Support Brigade, from which the 21st TSC gets its official lineage and heraldry, was activated. Very early on the brigade was changed to a support command, and for the next three decades its main role was to support the massive network of forces intended to defend against the Warsaw Pact.

This article picks up with the activation of the 1st Support Brigade and ends with the fall of Berlin Wall in 1989 which effectively ended the Cold War and marked a major change in the mission of USAREUR, and the support provided to USAREUR by the 21st TSC.

1951

1954

1954: Desegregation



p.11

1958

1958: Elvis in the Army



p.13

1961

1961: Berlin Wall goes up



p.15

1962

1962: Cuban Missile Crisis



p.17

1964

1969: Moon Landing



p.23

1969

1981

1986

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MODERN WARFARE

Supporting Iraq and Afganistan
1991-Current

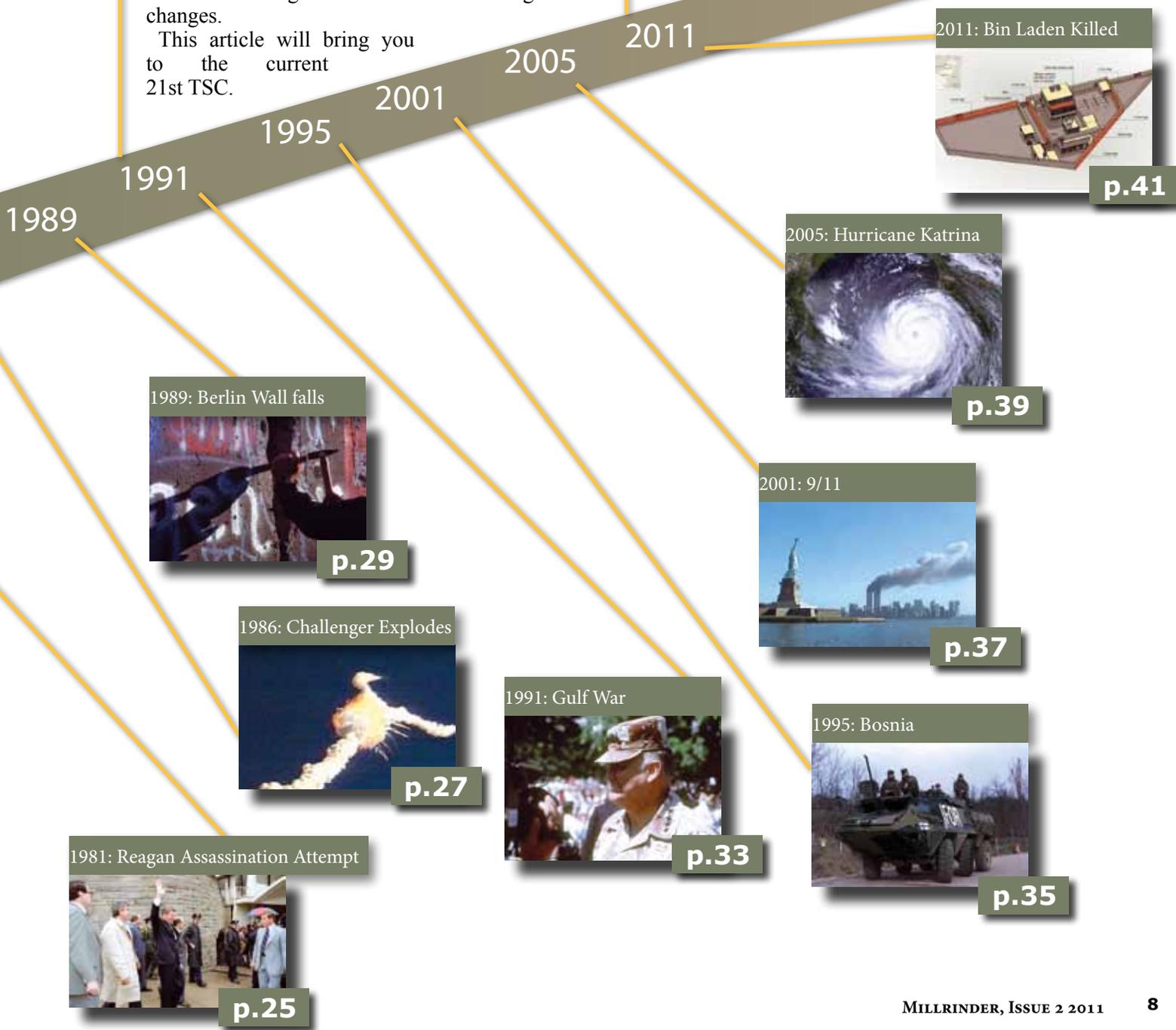
With the fall of the wall in 1989, the entire mission of the 21st TSC changed drastically. The command was still US-AREUR's senior logistician, but the operations it would come to support in the era of modern warfare would bring all sorts of new challenges and changes.

This article will bring you to the current 21st TSC.

21ST FUTURE

European Logistics Outlook

More than just a list of activations, deactivations and realignments, this section tries to offer several subject matter experts' best guesses at what lays in store over the next few years for Army logisticaians in general, and specifically the 21st TSC.



COMZIEUR



The “Untold” History 1951-1964

By Capt. Greg Jones



Jeeps, tracked vehicles and other support vehicles participate in a ceremony in 1962.

As the heat of July seeped into the French countryside of 1951, the world was at a crucial point of change in many ways. This was the summer that World War II officially ended with a peace treaty between the Allies and the belligerents. Though active hostilities had ceased years prior, it was not until this balmy European summer that the state of war with Germany ended.

With the end of one war, came the onset of another, later known as the cold war. This inactive conflict (though very active in Korea at the time) would consume the politics, militaries and in many ways lifestyles throughout Europe for the next four decades.

On the lighter side of things, some may remember this as the year Alice in Wonderland was first released by Walt Disney studios, and the first color Television broadcast was offered by CBS.

It was in this context that an organization was born that would, through various transformations across six decades become the 21st Theater Sustainment Command.

“At the conclusion of World War II, the massive logistical network developed to support that war represented a complex and far-reaching organization.” (From the unit annual history report, 1981)

After the end of hostilities, personnel began redeploying and the troop strength dropped drastically from over 2.5 million to 278,000 by 1946. Sustainment personnel throughout the force in Europe were drastically reduced, and the redeployment itself placed great demands on the sustainment community, then consisting of the U.S. Army Europe logistical staff elements, and logistics organizations organic to subordinate units.

This great demand on limited resources, coupled with the rising threat of the Soviet Union, prompted USAREUR to establish a separate command to handle logistics functions.

U.S. Army Communications Zone Europe, popularly referred to as COMZ or COMZEUR, was officially established by a document signed and dated July 15, 1951; just a day after that first color broadcast

in the states, and just six days after then president Harry S. Truman requested the official cessation of war with Germany.

The purpose of this organization was to provide a Line of Communications across France to U.S. Forces throughout the European Theater. In essence, like the 21st TSC today, COMZEUR was the major subordinate command answering directly to USAREUR and primarily responsible for a broad scope of logistical support missions throughout theater.

These logistical functions had previously been overseen by staff elements within USAREUR, and executed by units subordinate to USAREUR and its subordinate commands. With the establishment of COMZEUR, USAREUR setup a separate subordinate command that provided logistical support to the Army throughout Europe.

Initially stationed in France, COMZEUR was established to provide a robust Line of Communications across France to units within Central Europe. At the time, the primary movement of supplies, equipment and other cargo was overseas



1954 Desegregation

The U.S. Supreme Court’s decision in *Brown v. Board of Education* marked a turning point in the history of race relations in the United States. On May 17, 1954, the Court stripped away constitutional sanctions for segregation by race, and made equal opportunity in education the law of the land.

Brown v. Board of Education reached the Supreme Court through the fearless efforts of lawyers, community activists, parents, and students. Their struggle to fulfill the American dream set in motion sweeping changes in American society, and redefined the nation’s ideals.

In the photo on the left, Nettie Hunt, sitting on the steps of the Supreme Court, holding a newspaper, explains to her daughter Nikie the meaning of the Supreme Court’s decision banning school segregation. (Photo by World-Telegram courtesy of Library of Congress)

ists, parents, and students. Their struggle to fulfill the American dream set in motion sweeping changes in American society, and redefined the nation’s ideals.

In the photo on the left, Nettie Hunt, sitting on the steps of the Supreme Court, holding a newspaper, explains to her daughter Nikie the meaning of the Supreme Court’s decision banning school segregation. (Photo by World-Telegram courtesy of Library of Congress)

What’s in a Name? Communication Zone Europe

July 15, 1951 to April 28, 1969

Mission

The COMZEUR was created to establish a line of communications across France and provide logistical support to forces operating throughout the European Theater. The specific tasks in the command’s original mission set included; Negotiations with French government, military and civilian agencies for that which concerned as-



through ports in France and neighboring countries, then across land to the rest of Europe. The purpose of COMZEUR was two-fold. First they were to facilitate rapid movement of troops, supplies and equipment from the Atlantic and into and throughout the European theater. Second, they were to maintain certain stockpiles and depots of readily available sup-

plies, ammunition and other logistical needs. The intent was that a certain size of force could be supported and moved forward immediately upon arrival in theater, and continued support could be provided for sustained operations.

At its inception, COMZEUR was organized based more on geography than function. It consisted of

the Headquarters, a Base Section (BASEC) and several Advanced Sections (ADSEC), all named for their geographic location.

Each of these commands contained a variety of sustainment services under a single organization, and the units typically did not become function-specific until one got down to the battalion and company levels.



287th MP Horse Platoon at their "last roundup" – A ceremony held on 28 Mar 1958 at HQ, 3C, in honor of the platoon, which was the last such platoon on active duty with the U.S. Army.

pects of development of the Line of Communications; preparation of plans for the rapid expansion of the LOC, such plans to embrace the requirements of the European Command; provision of logistic and administrative support of the LOC utilizing the minimum of funds, personnel, units and equipment; provision of security for LOC per-

sonnel, installations, facilities and equipment except for internal security of exempted installations; representation for Command in Chief, Europe, in negotiations with French governmental, military and civilian agencies for other than LOC matters, such representation to be determined by EUCOM; preparation, coordination and implementation of

emergency plans as may be directed by EUCOM.

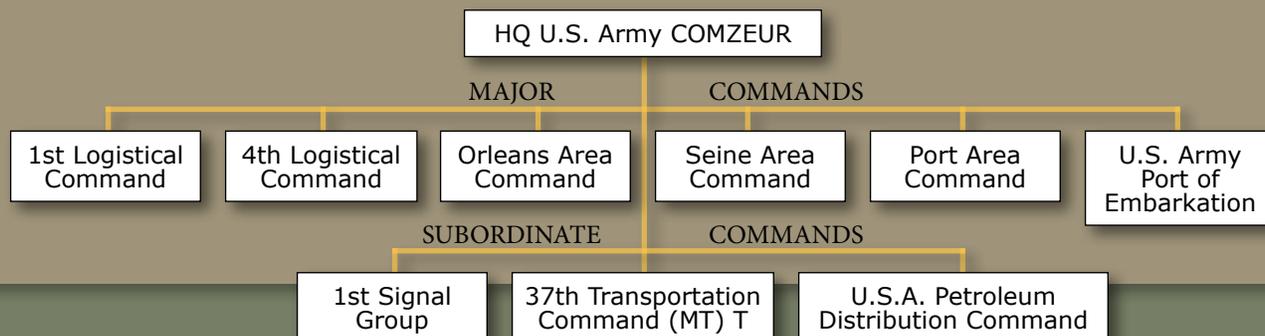
Background

The COMZEUR was actually an organization that was a section of the headquarters of all U.S. forces in Europe dating back through the First World War. In 1951 a letter of instruction designated it as a separate command under the command of a Major General. This rep-

resents the first time the U.S. Army in Europe had a major subordinate command responsible for theater logistics.

How it is different

The COMZ was established as a geographically organized command in which 'area' commands provided all manner of logistical support to customer organizations within their area.



This worked for their mission at the time, because their primary mission was to push logistics along a line of communication through France to Germany, primarily to defend against a potential Soviet invasion. This line of communications was intended for two main purposes. First, to sustain the troops that were then operating in theater, and second, to support a much greater flow of troops, supplies, and equipment in the case of full scale war with the Soviet east.

This meant that the COMZEUR, as an organization had to be ready to very quickly increase its mission load and logistics services by exponential amounts.

To support this, the command was organized into the multifunctional sections described above, and they maintained numerous depots throughout the theater, maintaining a full 30-day stock of all war supplies.

One of the most significant challenges for the COMZEUR, as a logistics unit, was transportation of goods. Extensive bombing in World War II had decimated the rail

system, and it was decades before it was operable again. Even into the mid to late sixties, rail transport was not used in any significant way by US forces to move supplies. This meant that all supplies were transported over roads not designed for major logistical traffic.

“Everything we moved was by truck,” said Lloyd Mullins who served from 1962-1967 as an Engineer in the COMZEUR. “And the roads in this rural part of France just weren’t ready for that.”

In fact, it was in the hottest, driest days of summer and the deepest freeze of winter that the COMZEUR did most of its transport, as the roads were either finally dried up from the spring rains, or frozen hard enough to serve as a paved road.

As an additional duty, at various times during this period, the commander of the COMZEUR was also designated as the senior military envoy to France, and was responsible for direct liaison with the French government. Such a duty could not come at a more challenging time than the mid sixties.

The Cold War was beginning to accelerate into full swing, peaking with the Cuban Missile Crisis of 1962, when the U.S. and the Soviet Union faced off in a nuclear showdown that many believed might bring us to nuclear war. This Cold War pitted the members of NATO against the Soviet Union, and that put significant political stresses on the member nations of NATO. One of these nations, France, ultimately decided to reduce its ties with NATO by removing NATO forces from within its borders. After years of political struggles both internal and external to France, then French president Charles De Gaulle ejected all NATO forces from France. He accomplished this through various means, one of which was by placing increasingly restrictive requirements on foreign forces on French soil. Eventually, those that were not ordered out, left France of their own accord because of these restrictions.

Prior to the move from France the COMZ had already begun to organize more functionally. At the very beginning, in 1954, the structure

1958 Elvis in the Army

In 1958 Elvis Presley, at the time one of the most well-known names in the entertainment world, was drafted into the United States Army. To the surprise of many, and earning the respect of many more, Presley did not accept offers to join the Special Services, avoiding real military training and service to go on tour performing for soldiers world-wide. Instead, Presley voluntarily served as a regular soldier in the 1st Medium Tank Battalion, 32d Armor in Germany.

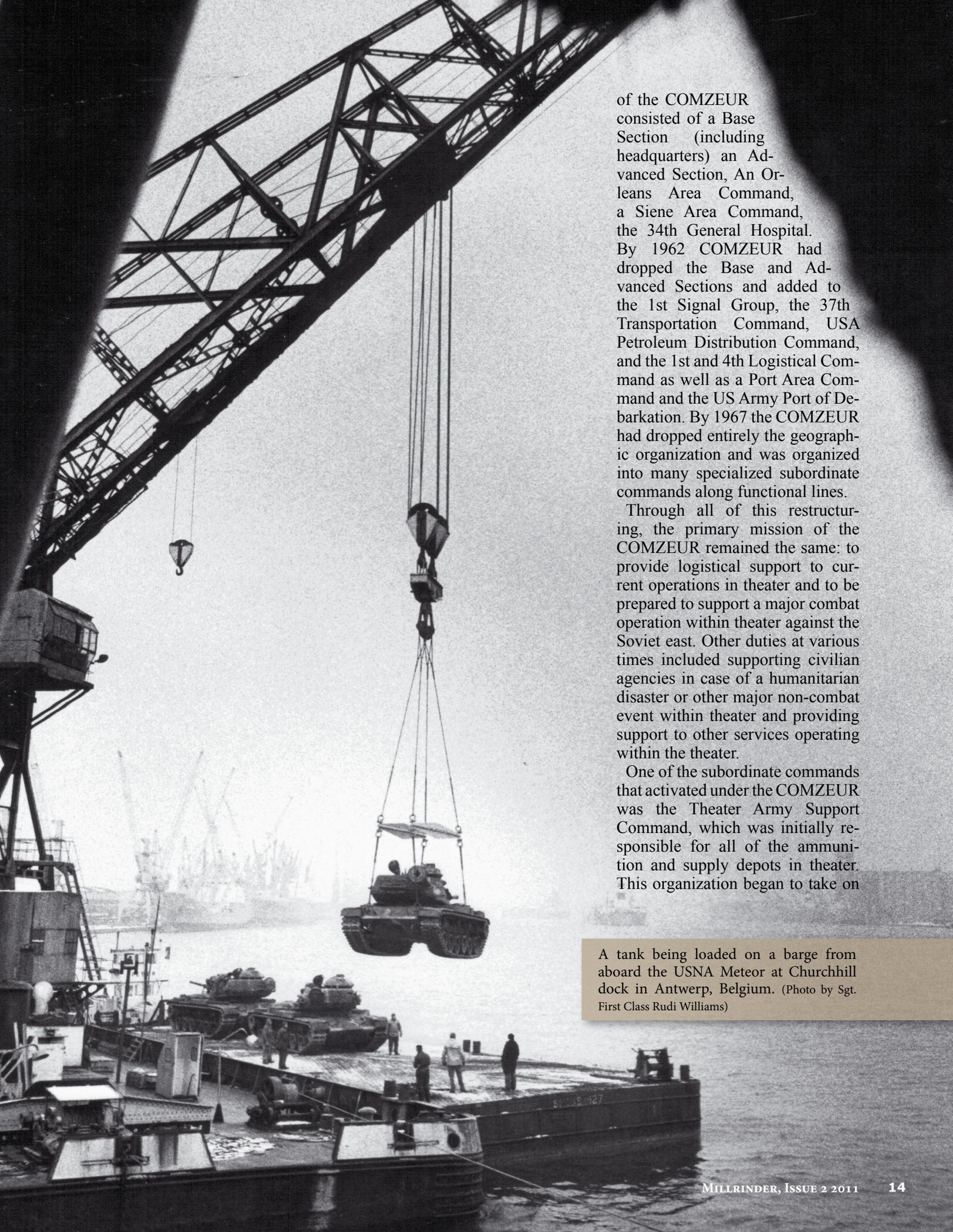
At the time, establishing stockpiles, depots and

lines of communication to support the many armored battalions that would be a large part of the defense of Western Europe in case of war with the Warsaw Pact was the main focus of the COMZEUR. The fuel that kept Presley’s battalion moving, the rounds they fired, and the transport missions needed to move those tanks



throughout the region were all provided by the COMZEUR.





of the COMZEUR consisted of a Base Section (including headquarters) an Advanced Section, An Orleans Area Command, a Siene Area Command, the 34th General Hospital. By 1962 COMZEUR had dropped the Base and Advanced Sections and added to the 1st Signal Group, the 37th Transportation Command, USA Petroleum Distribution Command, and the 1st and 4th Logistical Command as well as a Port Area Command and the US Army Port of Debarkation. By 1967 the COMZEUR had dropped entirely the geographic organization and was organized into many specialized subordinate commands along functional lines.

Through all of this restructuring, the primary mission of the COMZEUR remained the same: to provide logistical support to current operations in theater and to be prepared to support a major combat operation within theater against the Soviet east. Other duties at various times included supporting civilian agencies in case of a humanitarian disaster or other major non-combat event within theater and providing support to other services operating within the theater.

One of the subordinate commands that activated under the COMZEUR was the Theater Army Support Command, which was initially responsible for all of the ammunition and supply depots in theater. This organization began to take on

A tank being loaded on a barge from aboard the USNA Meteor at Churchill dock in Antwerp, Belgium. (Photo by Sgt. First Class Rudi Williams)



“Safety First” is the maxim at the Orleans American School in Orleans, France, Mar. 16, 1954. Military Police of the 7805 MP Detachment are on hand each afternoon at the school to help direct youngsters to their school bus and to aid them in crossing the street. Here, Pvt. Alfred Logan helps little Francis Wolleon, left, and Lillian Barnes, right, across the street to catch their school bus, as Pvt. Albert Fulmer, by the MP vehicle, keeps a sharp eye out for traffic. (Photo by Sgt. Mayfield, Det C, 497th Sig Co.)

more broad logistical duties while some of the headquarters functions within COMZEUR began to move to USAREUR headquarters. On April 25, 1969 the COMZEUR was re-designated as the Theater Army Support Command which then took command of a wide variety of functionally-aligned support organizations, including the 1st Support Brigade, the unit that through various transformations would eventually become the 21st Theater Sustainment Command.

While the conflict in Viet Nam had not had a great impact on the TASCOM, the end of that conflict did impact it severely. In 1973 the end of the conflict in Vietnam brought a significant reduction in funding to many military organizations, including USAREUR. Various reduction studies were conducted, and the result of one of these studies was that on 30 September, 1974, the TASCOM effectively came to an end when it was reduced to zero strength. The organization was not immediately inactivated and instead was assimilated as a section of USAREUR with no man-

1961 Berlin Wall goes up

Starting on the evening of August 13, 1961, the East Germany government quite literally overnight, built a wall between East and West

Berlin, essentially ending free travel between the Soviet-controlled eastern sector and the western sector. The wall, first of barbed wire, and later of

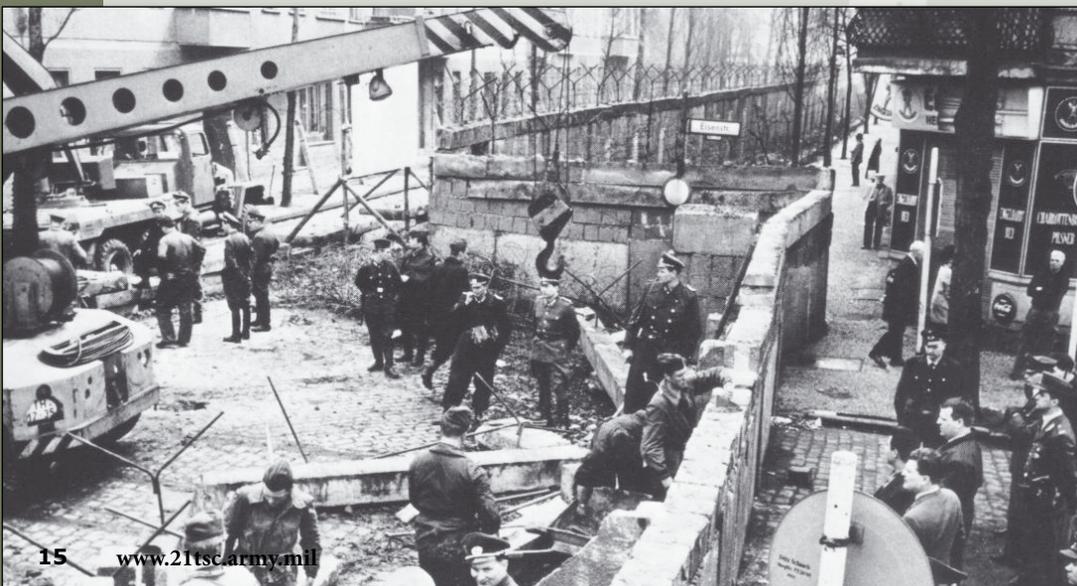
concrete, was built in response to increasing numbers of east Germans fleeing to the west.

Along with the Cuban Missile Crisis this was

one of the most memorable events, and longest standing symbols of the Cold War.

While life in the COMZEUR was directly affected minimally by the Berlin Wall being built, the Cold War that the wall symbolized would occupy the majority of the command's efforts until the fall of that wall in 1989.

In the photo, a crane moves a section of the Berlin Wall beside the Brandenburg Gate.



ning, but ready to be re-constituted should the need arise (1978).

“Thus the Army’s largest logistical organization came to an end,” (1978). “Its 69,000 civilian and military staff discontinued support of nearly 400,000 Americans in Europe, Asia Minor, and Africa. This monumental job would pass to other smaller organizations scattered throughout these areas.”

This restructure was part of a three-pronged approach to the restructuring of logistics in USAREUR. First, efforts were taken to make greater use of external sources of logistical support to reduce the requirements for logistical support originating from within USAREUR. Second, the TASCOM was dissolved and many of its headquarters functions were moved to the USAREUR staff. Finally, the 1st Support Brigade assumed all of the support functions that were neither moved to USAREUR, nor outsourced. This approach to theater logistics would last just two years before the 1st Support Brigade was re-designated as the 21st Support Command and took on the

role of USAREUR’s senior logistics command previously filled by COMZEUR and TASCOM.

Life in the COMZEUR

In the early fifties, the world was a very different place than it is now in many ways. Television was beginning to take a greater part of our cultural activities, beginning with the first transcontinental television broadcast of a speech by then president Harry S. Truman in the very first year that the COMZEUR officially stood up.

While the budding popularity and availability of television marked the cultural front, society itself was going through some of the most significant changes as years of segregation and institutional discrimination were being swept away through the struggles of the civil rights movement.

The military, in this respect was far ahead of its time, having been ordered in 1948 to fully desegregate all of its units, and accomplishing that directive by 1954, a full ten years before the passing of the most

significant anti-discrimination law in U.S. history, the Civil Rights Act of 1964.

While most of the non-European world had recovered from World War II by this time, France, one of the most hard-hit countries involved in World War II, was the home of the COMZEUR.

Many of the soldiers who served in the COMZEUR, were conducting day to day missions that directly related to ongoing recovery from World War II.

“Every once in a while, the town of Verdun’s water supply would stop flowing, because of the war damage, and we’d pump water from the river and purify it for them,” said Mullins. Who served there almost two decades after the end of the war. “You could still see evidence of the war everywhere. Bullet holes... Bombed out areas...”

In general, soldiers of the early COMZEUR suffered many of the difficulties suffered by the European citizenry of the time as they tried to piece together lives torn by war. Housing was in short supply, and often not adequate in quality. Ser-

A Living History

Lloyd Mullins

COMZEUR

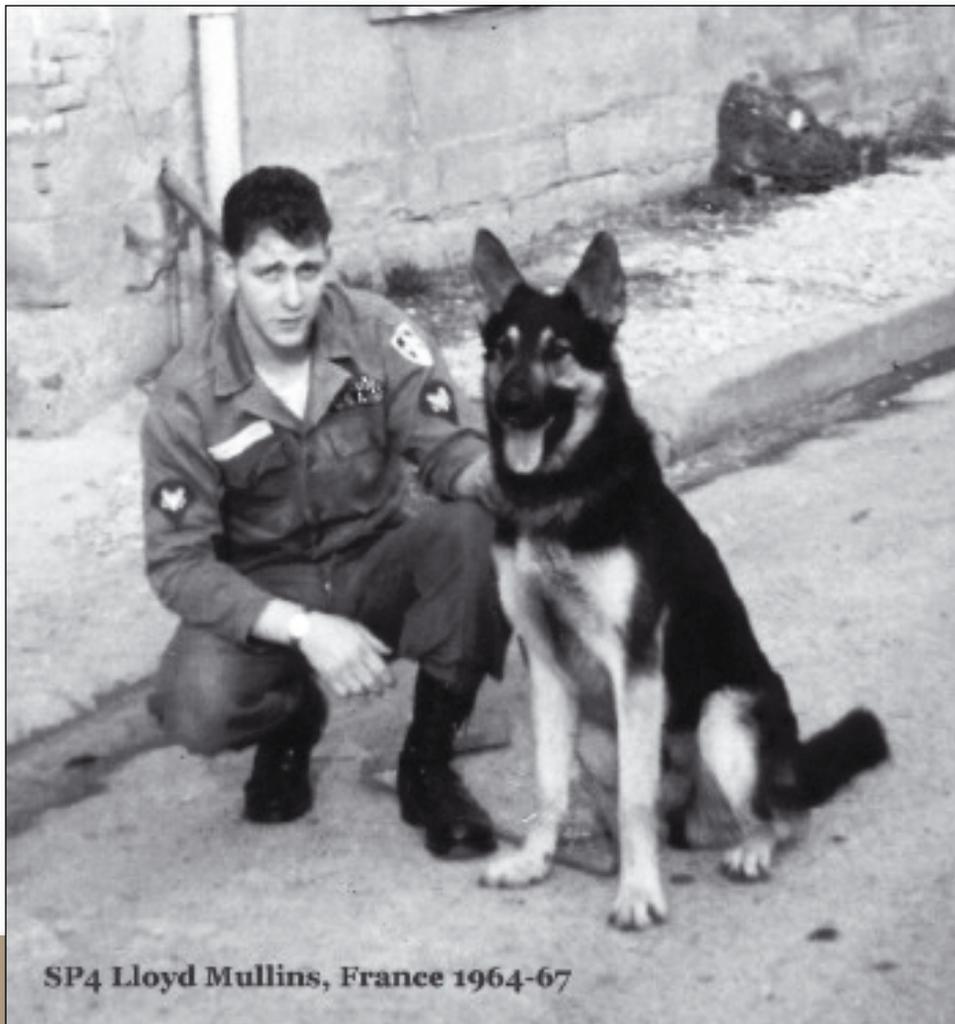
1962-1967

Lloyd Mullins, of Lexington Kentucky, served with the COMZEUR from 1962-1967 as an engineer. His service with the unit began in France and included the massive exodus of US Army units from France in 1967. At a time when all of Europe was still recovering from World War II, Mullins shared the hardships of life in Europe in those days, and remembers taking great pride in not only being able to provide

support to military operations, but also to help the citizens of the host nations in which he served.

“One of the greatest things I was involved in was helping out the folks of the City of Verdun. Just about every year their water system would fail and they would run out of water, and we would setup a water purification system to pump water out of the river for the city. It felt good to be part of something like that.”





SP4 Lloyd Mullins, France 1964-67

Spec. 4 Lloyd Mullins in France. Mullins was part of COMZEUR during the 1960s. Read his *Living History* sidebar on page 16.

vices such as electricity and water were considerably far behind what most of the soldiers were used to back home (1954).

As years passed and conditions improved, soldiers began to have more opportunities to enjoy life in Europe. Leisure travel was more common and the general quality of life steadily improved. Also, while the United States was struggling its way through the tumultuous 60's, soldiers in Europe enjoyed a much quieter lifestyle far removed from the hectic events of their homeland.

"You really didn't experience any of that stuff going on in the states," said Mullins, who served in the COMZEUR in the mid sixties. "We didn't get a whole lot of TV from the states, and the European news carried only a little. You heard about it in letters, but really, it was like we were in a separate world over here."

One of the significant hardships Soldiers in today's 21st TSC do not share with those in the COMZEUR of the fifties and sixties, was a much greater amount of separation from family. Unaccompanied tours were

1962 Cuban Missile Crisis

In October 1962, President John F. Kennedy learned that the Soviet Union was deploying nuclear missiles in Cuba. He demanded that the weapons be withdrawn. U.S.

ships blockaded Cuba. B-52 bombers loaded with nuclear weapons flew in holding patterns just beyond Soviet airspace, ready to attack. The crisis abated only

when the Soviets agreed to remove the missiles and the U.S. quietly removed similar missiles from Turkey. Having established much of the support network that

would stand ready to support the remaining three decades of the cold war, the COMZEUR stood at a very heightened state of alert during this crisis, which many historians feel brought the world on the brink of nuclear war. In the photo, a U.S. Navy Lockheed SP-2H Neptune of patrol squadron VP-18 flying over a Soviet freighter as part of the naval blockade during the Cuban Missile Crisis in 1962. U.S.

Navy photograph



not uncommon, and those married Soldiers that did have their families here in Europe with them, did not enjoy the amount of family time most Soldiers do today. Soldiers regularly worked 6-day work weeks and were also often geographically separated from their families for long periods. To overcome this, Soldiers would go to great lengths, as illustrated by Mullins' creative use of a 4-day pass-mission sometime in 1965.

"Some general needed a special kind of glue up in Frankfurt," recounted Mullins. "So the first sergeant called me in, as I didn't have any particular mission that day."

Mullins' first sergeant handed him a 4-day pass (at the time passes were used not only as a means of giving Soldiers time off for travel, but also authorizing them to travel for official business). With the pass, the first sergeant directed Mullins, then performing duties primarily as a truck driver, to procure the special glue and have it back by Monday when the general needed it in Frankfurt. This was Friday morning.

"Well, I already knew the depots so well, I knew exactly where to get the glue and I had it by Friday afternoon. I drove back home, parked the five-ton in back of my house, and spent a long weekend with my wife before bringing the first sergeant his glue on Monday morning," recounts Mullins with a laugh. "The general got his glue, and I got few days at home relaxing with my wife."

While there were both hardships endured and also good times being had in their personal time, Soldiers of the COMZEUR at duty kept busy at a wide variety of missions. Doing anything from tank repair, to trans-european transport to personnel services, the average COMZEUR Soldier was providing support to the warfighter, and most of them were proud of the support they provided. Through numerous exercises and real-world support, COMZEUR Soldiers had opportunities to ply their talents in direct support of the combat troops.

"When you'd work so long, in the cold, or the heat or whatever else, and finally see that bridge built up

across the river, and watch the tanks roll across it..." said Mullins. "Or, when you got the fresh water flowing to Verdun when their systems weren't working... You really felt like you accomplished something. It was a feeling we all shared."

Events like the Cuban missile crisis and the Berlin stockade were particularly of interest to COMZEUR Soldiers and the shadow of the threat of war with the Soviets hung over them constantly.

"You had the Russians over there, and you knew that's what we were here for," said Mullins. "We knew we had all these depots for a reason, and if we ever really started using all this stuff it was because things had gone very wrong. It wasn't like you were scared of it all the time, but it was always on your mind."

This ever-present threat would not soon subside, and in fact, in the coming years the Cold War would become the nearly singular focus of the daily efforts of the Soldiers in the units that would follow in the footsteps of COMZEUR and TASCOM.

What's in a Name? 1st Support Brigade

23 June 1965 to August 18, 1976

Mission

The initial mission of the 1st Support Brigade was to provide a variety of support services within theater, primarily in

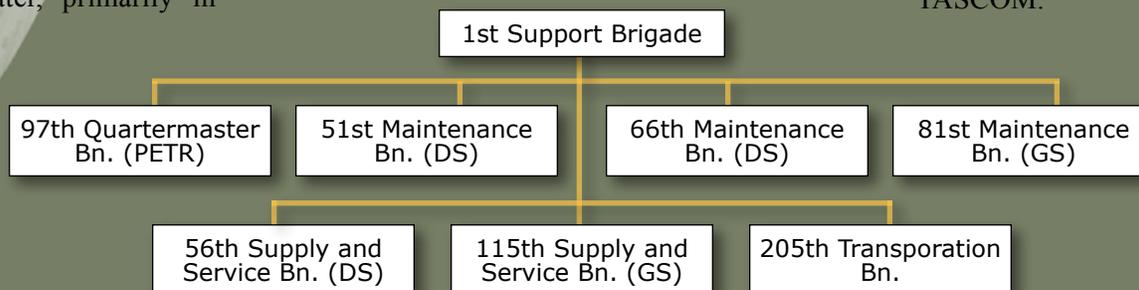
the rear areas, that were not provided directly through the staff of USAREUR, or TASCOM (the 1st Support Brigade would later fall under TASCOM, but initially was a separate element). At the time, the three major corps operating in theater also had significant Support Commands within their own structures.

Background

The 1st Support Brigade was activated basically to pick up where other theater support units left off. Early the brigade's history, USAREUR conducted a major restructuring that left no major subordinate logistical command and this placed a significant burden of support on the brigade, which soon was upgraded to a command.

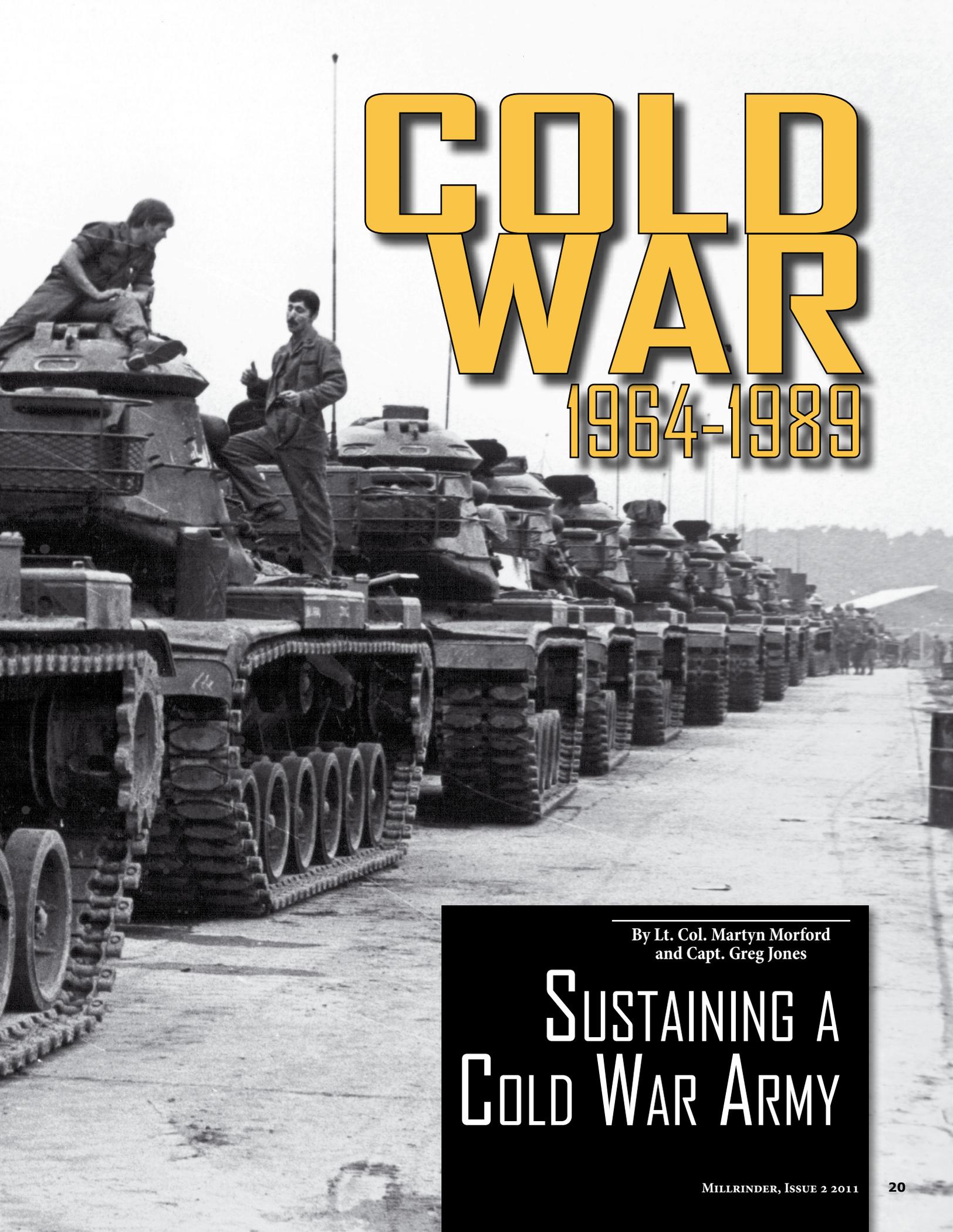
How it is different

As a brigade it was not a major subordinate command. Its capabilities of providing support within its structure did not match that of the preceding organizations of the COMZEUR and the TASCOM, and USAREUR upgraded the unit to something much more closely matched to the structure of the TASCOM.





M60 tanks waiting for maintenance and turn-in after REFORGER 80 at the Prepositioning Of Material Configured in Unit Sets or POMCUS storage site of Germersheim Army Depot, West Germany, Sept 30, 1980. (Photo by Staff Sgt. Harold Hopewell)



COLD WAR

1964-1989

By Lt. Col. Martyn Morford
and Capt. Greg Jones

SUSTAINING A COLD WAR ARMY

A marker on the border between east and west Germany during the Cold War served as a reminder to those seeking to escape the Deutsche Demokratische Republik (East Germany) where they were.



What's in a Name? Theater Army Support Command, Europe

April 29, 1969 to Sept. 30, 1974

Mission

The mission of the TASCOM was primarily the same as that of the COMZEUR. It was to support ongoing operations in theater, and prepare to support major conflict within the theater in case of war with the Soviet east. By this

time, however, the unit had moved from France, and the mission of liaison with local government and military officials as the primary representative of the Commander in Chief, Europe, did not follow the unit to its new location in Germany. The official mission statement as of 1969 was: 'To operate and manage specified theater logistical systems affording support to US Army Forces, their personnel and dependents.'

Background

The TASCOM started as a subordinate unit to the COMZEUR, acti-

Events and decisions of 1972-1974 would have a profound impact on how the 21st Theater Sustainment Command (TSC) was created as a modern logistics command. While Watergate and the end of America's involvement in the Viet Nam War would dominate the nightly news, decisions to end the U.S. Military draft and to consolidate headquarters across Europe would shape the foundation of the 21st TSC as a headquarters which would support not only European forces, but also support combat operations in the Middle East.

The Theater Army Support Command, Europe (TASCOM) helped set the stage for transformation of the U.S. Army from a conscription-based force to the current all-volunteer force. Starting on Jan. 1, 1972, USAREUR began operating under the DA Reenlistment Controls Program which included controls and a ceiling for reenlistments. TASCOM reenlistments averaged approximately 125 during the first quarter.

With increased command emphasis and better understanding of the

program, fourth quarter reenlistments rose to over 200 per month with a doubling of first term Soldiers reenlisting. On May 1 1972, the TASCOM, Europe Noncommissioned Officer Academy (Provisional) opened its doors in Bremerhaven. The Academy operated on a four week cycle with courses in leadership, map reading, tactics, and general subjects. Eight classes were held annually with 120 NCOs in each class.

Criteria for attendance was: rank of sergeant through sergeant first class (waiver required for corporals); recommendation from attendee's commanding officer; high school diploma (or GED); GT score of 90 or higher; six months retention in command (or one year retention on active duty) upon graduation; and good physical conditioning. In January 1973, the Secretary of Defense announced the end of the draft; TASCOM was well positioned at this time with its reenlistment program and NCO Academy operational in support of the new all-volunteer force.

In early February 1974, the Commander-in-Chief of USAREUR

(CINCUSAREUR) approved the concept to consolidate headquarters and support districts. By March 22 the concept had become a detailed plan with TASCOM being merged into USAREUR headquarters and three support districts for logistics & engineering. V Corps, thru the 3d Corps Support Command (COSCOM), would provide support in Central Germany; VII Corps, through the 2d COSCOM, would provide support in southern Germany; and the 1st Support Brigade would provide support in northern Germany, England, and the Saarland-Kaiserslautern-Heidelberg area.

Engineer base support functions transfers were complete on July 1, 1974 and TASCOM officially went to zero manning as part of its merger with USAREUR on Dec. 31, 1974.

Emerging from the ashes of the TASCOM was the official ancestor of the modern day 21st Theater Sustainment Command. In January of 1975, the 1st Support Brigade began operating all missions remaining from TASCOM. The theater logistics scene into which the

vated to oversee depot operations for the numerous ammunition and supply depots throughout the unit's area of responsibility. The TASCOM then began to oversee more varied logistical func-

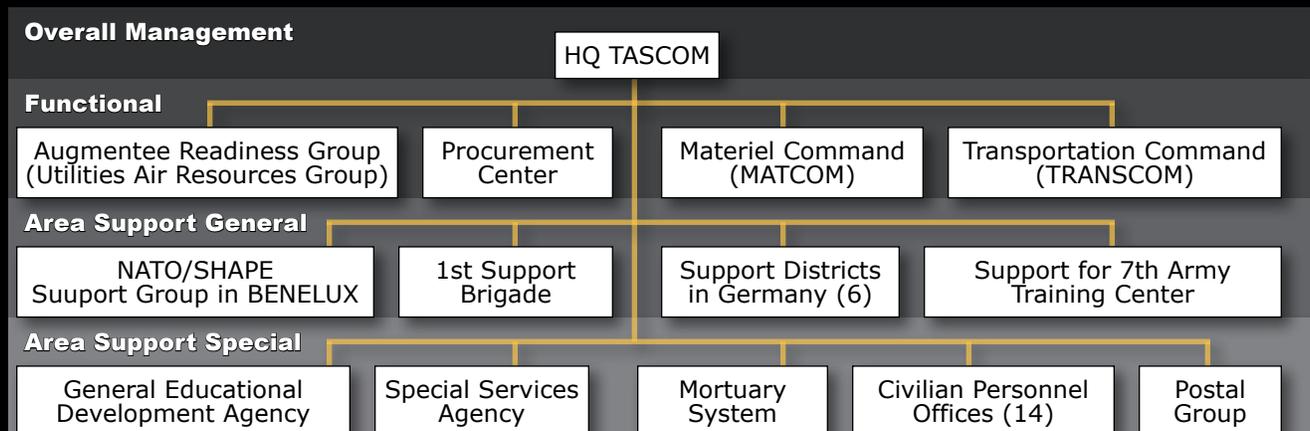
tions, and finally in 1969 the TASCOM essentially 'became' the COMZEUR by taking over the remaining logistical functions, while several of the command and control functions of COMZEUR

were moved up to USAREUR staff.

How it was different

The major difference in the TASCOM was that it was entirely functionally organized. The 'area' support functions had been

consolidated under an area support command to provide base sustainment, and all of the direct support and other logistical activities had been organized along functional lines.





Vehicles that will be issued to the 2nd Battalion, 16th Infantry, 1st Inf. Div., are inspected by members of the unit and members of the 5th Maintenance Bn. (Combat Equipments Group), prior to moving out to their assembly area, Oct. 1, 1971. The prepositioned equipment was inspected at the Pirmasens Army Depot. The 1st Inf. Div. was flown from Ft. Riley, Kansas, to Germany to participate in NATO Exercise REFORGER III. (Photo by Spec. 5 Robert Tousignant, 69th Signal Co.)

1969 Apollo Moon Landing

On July 16, 1969, three astronauts, Michael Collins, Neal Armstrong and Edwin 'Buzz' Aldrin Jr., launched the Apollo 11 mission which would four days later, be the first mission to land humans on the moon. Armstrong and Aldrin landed on the moon surface on July 20, while Collins remained

in the command ship orbiting the moon. The two gathered 47 pounds of samples from the moon's surface and planted the U.S. flag on the moon in what is now one of the most iconic images of the times.

Like many other scientific and military efforts of the time, this mission

was also a product of the Cold War, as President Kennedy vowed in 1961 to land Americans on the moon before the Soviets could land their astronauts there.

Meanwhile, from within the ranks of the TASCOM, the 1st Support Brigade, the source of the official lineage of the modern-day 21st TSC, was taking on more and more of the support missions that the TASCOM conducted for US Army Europe.

What's in a Name? 21st Support Command

August 19, 1976 to October 17, 1988

Mission: The mission of the 21st SUPCOM much more closely resembled that of the TASCOM than the mission of the 1st Support Brigade did. However, at this time, the major Corps operating in theater had significant support commands within their own structure, and the 21st SUPCOM's role was more of a theater wide facilitator than a di-



1st Support Brigade stepped was one in which the Corps had robust support commands internal to them, and the role of the 1st Support Brigade was to coordinate for theater-wide logistics, and in general pick up where the corps support commands left off.

Prior to the July 1974 transfer of base operations support, the 1st Support Brigade's missions were essentially Direct Support/General Support maintenance, corps backup, and Prepositioning of Materiel Configured to Unit Sets (POMCUS). With the increased logistics and area support missions taken from TASCOM, it quickly became apparent that the designation as a brigade was neither organizationally nor doctrinally appropriate to the roles performed.

As a result, by mid-July 1976, USAREUR recommended the change in title from brigade to command and increasing the commanding general billet to a two star position. Effective Aug. 19, 1976, DA approved the re-designation to the 21st Support Command (TAACOM). The TAACOM, Theater

Army Area Command, was included for force structural purposes only and was not a part of the official title of the command. Retention of 1st Support Brigade colors, unit crest, insignia, and lineage was included in the re-designation.

Along with the re-designation came expectations to fill a command and control mission plus the role as USAREUR's Executive Agent for theater logistics. The 21st Support Command (SUPCOM) became a test bed in many respects for assessing how the all-volunteer U.S. Army would sustain an expeditionary force with echelons above corps support.

Amid the constant restructuring of the organization in the late sixties and early seventies, emerged an annual exercise that would soon come to be the primary focus of USAREUR and its subordinate commands for more than twenty years.

The Returning Forces to Germany (REFORGER) exercises were annual NATO exercises in which a division or more of combat troops deployed rapidly to West Germany

to conduct maneuver training. The intent of the exercise was three-fold: first, to demonstrate the capacity of NATO to deploy major combat forces to Western Europe rapidly, second to maintain the readiness and training of NATO troops involved in the exercise, and third to continually re-validate contingency plans developed to respond to an attack by the Warsaw Pact.

These exercises were conducted on a massive scale, and meeting the logistical demands of such an undertaking was one of the greatest challenges facing the 21st Support Command throughout the rest of the Cold War. These exercises peaked with the 1988 REFORGER which included about 125,000 NATO troops, the largest single military maneuver in Europe since World War II.

Along with the REFORGER exercises, which maintained the ability to deploy forces into theater, the 21st SUPCOM was heavily involved in the POMCUS program which kept prepositioned equipment and stockpiles in the case of

cont. on P. 27

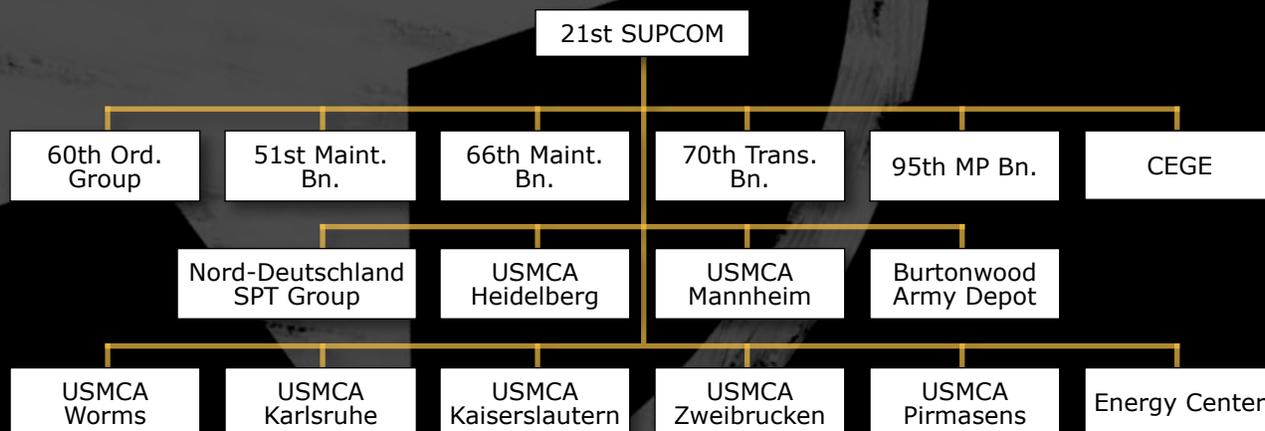
direct support provider to combat units.

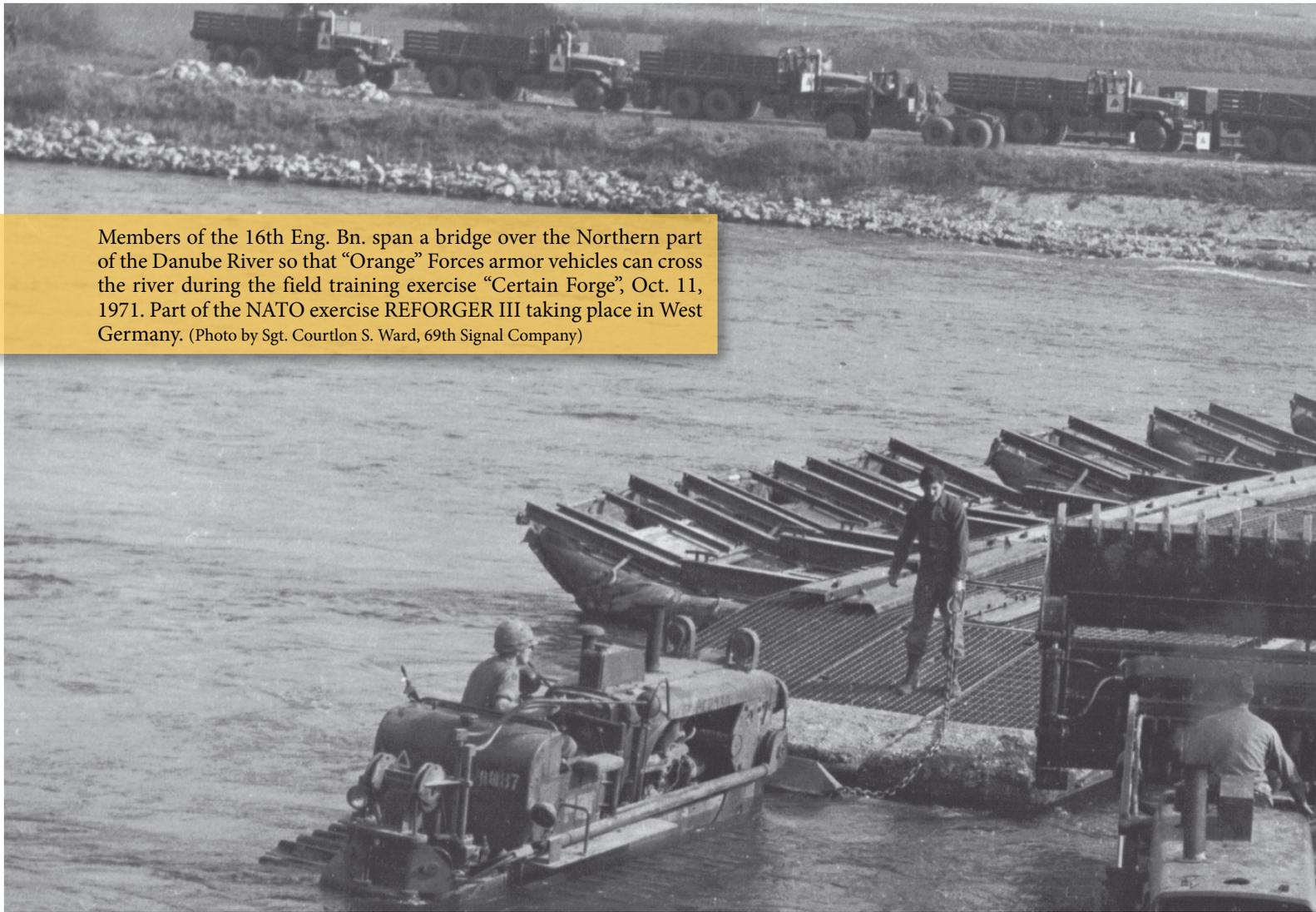
Background: As the 1st Support Brigade's mission set and capabilities continued to increase, USAREUR eventually upgraded the unit to a two-star command and

re-designated it as the 21st SUPCOM. This re-designation returned the unit to the status of a major subordinate command to USAREUR, and more accurately reflected the level of responsibility held by the organization.

How it was different: In addition to having logistics capabilities more closely resembling previous organizations like the COMZEUR and the TASCOM, the 21st SUPCOM re-assumed from the USAREUR staff many of the

functions that had moved there in the restructuring just a few years earlier. The basic mission of providing support to theater forces, in conjunction with the Corps Support Commands, did not change.





Members of the 16th Eng. Bn. span a bridge over the Northern part of the Danube River so that "Orange" Forces armor vehicles can cross the river during the field training exercise "Certain Forge", Oct. 11, 1971. Part of the NATO exercise REFORGER III taking place in West Germany. (Photo by Sgt. Courtlon S. Ward, 69th Signal Company)

1981 Reagan Assassination Attempt

Just 69 days into his presidency, Ronald Reagan was the subject of an assassination attempt by

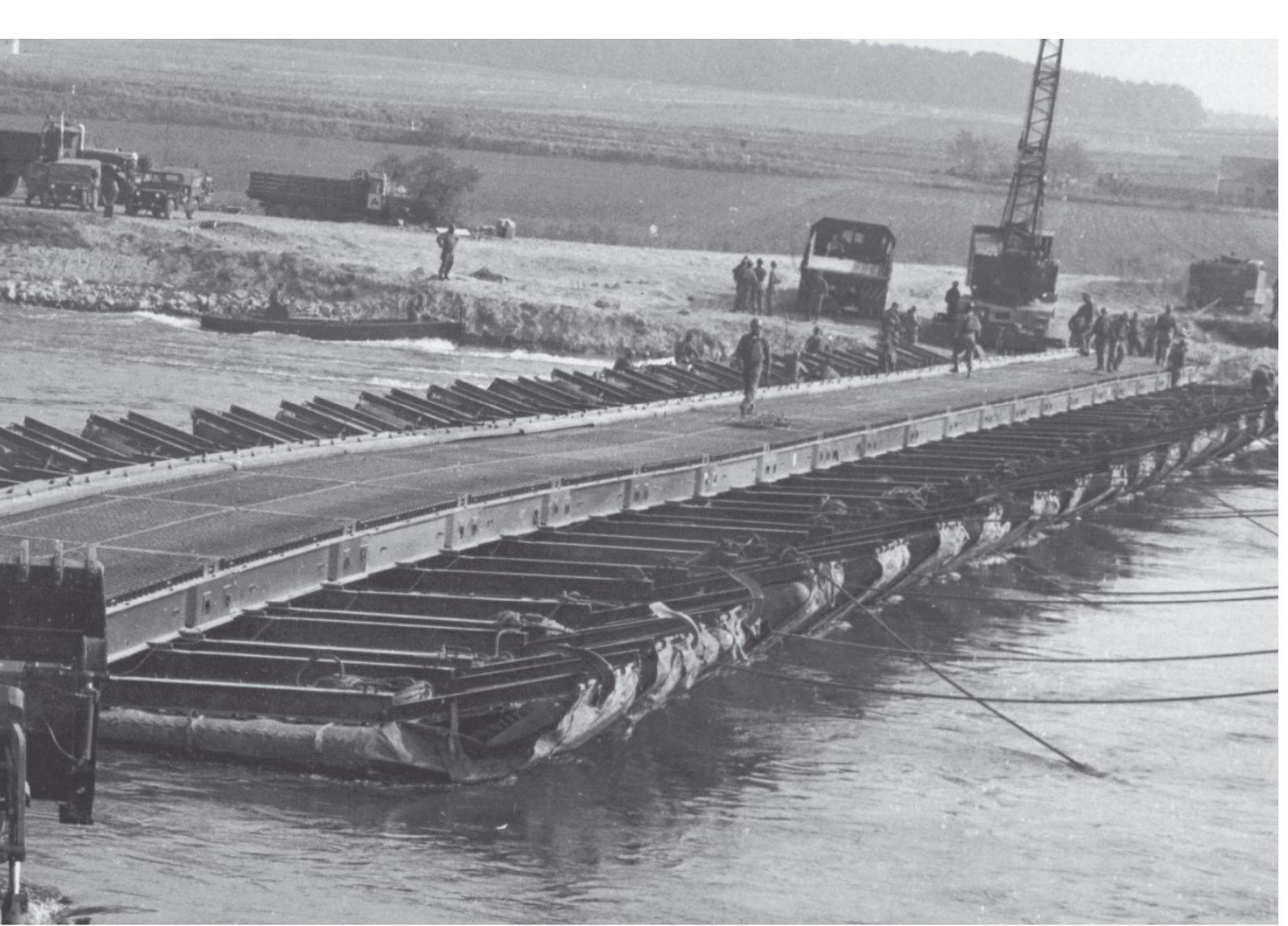
John Hinckley Jr. This attack injured the president and three others, including then Whitehouse

Press Secretary James Brady who was badly disabled by the injury. Ultimately this would spark

the Brady gun control reform act. The assassination attempt itself came during tense times and could have potentially sparked even more than a reform act, according to Command Sgt. Maj. (Ret.) Theodore Spellacy who served as the 21st SUPCOM command sergeant major at the time.

"Well there was talk that it might be the Russians trying to stir things up and start World War III," said Spellacy. "Of course they figured out it wasn't and it calmed things down, but it was pretty tense over here for a bit there."





A Living History Theodore Spellacy

Theodore Spellacy currently serves as the 21st TSC Deputy G-1. His military career began in 1948 and included service in Germany both as a young soldier and later as the 21st TSC Command Sergeant Major. After retiring from active duty in 1984, he remained with the 21st TSC as a civilian employee. His service with the 21st TSC has spanned several decades and included such significant events as the end of the Cold War and the resulting transforma-

tion of the 21st, and the major support provided by the 21st TSC to Operations Enduring Freedom and Iraqi Freedom. His comments appear in the Article covering the Cold War period.

“When I first got here as the Sergeant Major I was amazed when I looked at our organizational chart. I thought, ‘Where the heck are we in all of this?’ When you see where all of our units are, and what all of the soldiers are doing, you realize what a big job we do.”



cont. from P. 24

war with the Warsaw Pact.

The other staple of the Cold War U.S. Army in Europe was the POMCUS program, maintained primarily by the 21st SUPCOM. Under this program, the 21st SUPCOM maintained stockpiles of vehicles and equipment configured for various types of combat units. Complete unit sets stood constantly ready for troops to fall in and deploy. The concept was that these sets of equipment would remain forward in Germany and troops would fall-in on the equipment and use it in case of full scale war with the Warsaw Pact.

This program enabled the US Army in EUROPE to provide a very quick response in case of war, since troops could very quickly be brought in from the United States. Maintaining these stockpiles and ensuring their readiness was the responsibility of the 21st SUPCOM, and coupled with the REFORGER exercises, comprised the key elements of the U.S. Army's plan to defend western Europe from the Warsaw Pact.

Balancing the POMCUS program

and REFORGER support, the command also found itself continually meeting greater demands to support regular daily operations of USAREUR and its NATO partners.

The day to day challenge of meeting those logistics demands fell on the shoulders of an increasingly specialized and competent force of soldiers and civilian employees (both US and local national). Being able to meet that demand was a point of pride for these support soldiers who were also expected to be competent in their basic soldier tasks.

The soldiers of the command often changed minds about what it really meant to be a support soldier, according to Command Sgt. Maj. Retired Theodore Spellacy, who served as one of the command's first Sergeants Major from 1978 to 1984.

"You know in combat arms you think the support guys are hiding out in the warehouse or sitting up on a hill somewhere relaxing," said Spellacy who was an Infantry soldier prior to changing career fields

into the logistics field. "When you first get here, you don't really know all of what these guys do here. And as you work with them you get more and more proud of them when you see all that they do.

"It's like I used to tell the division and corps sergeants major when we'd meet, 'You know, our guys can fire a weapon just like yours, but they can do something more meaningful too.' That was always good for a response of something along the lines of 'go to heck.'"

As the Cold War continued to grow and the Vietnam conflict began to make its way from the headlines into the history books, the focus of the US military efforts turned more toward the European theater and the command actually found itself receiving additional funding and authorizations to meet its ever increasing mission requirements.

From 1979 to 1981, particular challenges were overcome in meeting the increased support of NATO missions directed by the administration of President Jimmy Carter. 21st SUPCOM executed

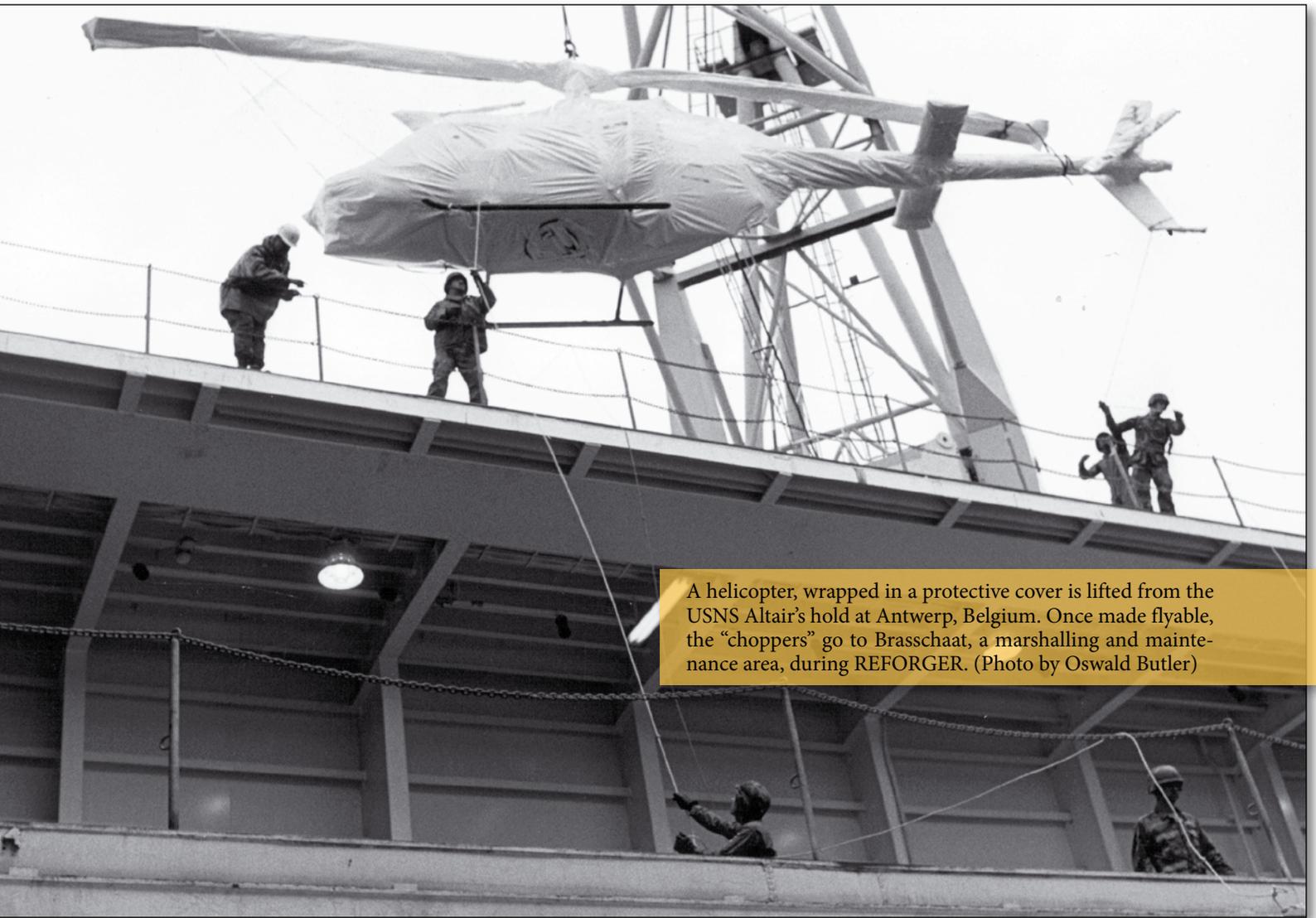


1986 challenger Explodes



In 1986 the shuttle challenger exploded right before the eyes of millions of viewers with seven astronauts on board including Christa McAuliffe, the first ever school teacher to serve as an astronaut on a shuttle mission. While not broadcast very widely on commercial television, McAuliffe's presence on board as a teacher prompted NASA to broadcast the launch to public schools across the nation on 'NASA TV' where roughly half of the nation's 9-13 year olds watched the launch live (according to a New York Times poll).

The 21st SUPCOM was nearing the end of the Cold War and at this time was primarily involved in supporting theater operations and the yearly REFORGER exercises.



A helicopter, wrapped in a protective cover is lifted from the USNS Altair's hold at Antwerp, Belgium. Once made flyable, the "choppers" go to Brasschaat, a marshalling and maintenance area, during REFORGER. (Photo by Oswald Butler)

A Living History Denise Venezuela

Denise Venezuela, of Lathrop, Calif., served as an Explosives Ordnance Disposal technician in the 21st Support Command's 168th EOD Detachment 1985 to 1987. She fondly remembers the comradery shared among the soldiers of the 21st SUPCOM.

"We had great family oriented parties and celebrations for the holidays. We did Thanksgiving with all the unit members and their families pot luck style. Those were great memories of my time in the Army at the 168th EOD. I miss the sense of community."

Military robots have been around in test form at least since the 'teletanks' of World War II. One of the early practical uses for robots was for Explosives Ordnance Disposal techni-

cians like then Sgt. Denise Venezuela (at the controls in the photo), assigned to the 168th Explosives Ordnance Disposal Detachment of the 21st Support Command in 1986, seen

demonstrating an EOD robot. The EOD robots help reduce the risk EOD soldiers faced by keeping them farther away from the actual explosives to be disarmed.

"It was pretty easy to use with a little practice," said Venezuela explaining that often bomb threats were only threats, but had to be treated like the real thing each and every time. "We had so many bomb threats to respond to. While most of them turned out to be nothing after we rendered them safe, there was one real one." (Photo by Cpt. Stone A. Lee)



expansion into the Northern Army Group (NORTHAG) and increased responsibilities in the BENELUX. To meet the expanded missions, the command explored many avenues including expanded contracting, Host Nation Support (HNS), and studies to accomplish a more efficient force structure.

Logistical efforts focused on refining the POMCUS thru active participation in Return of Forces to Germany (REFORGER), Theater Reserve Stocks, and the Theater Area Repair Program. The units mission and responsibility grew with corresponding increases in budget and, by June 1981, the command's commanding general slot was boosted back up to Lieutenant General with a correspondence increase throughout the staff.

By 1983, the 21st Support Command was the largest forward deployed logistics command in the U.S. Army. Missions included support of units passing through its area of operation and backup support to V and VII Corps with an annual budget approaching \$1 billion.

Through much of the eighties, the command settled into a somewhat regular pattern of supporting annual REFORGER exercises, maintaining stockpiles and depots under the POMCUS program and continuing to support USAREUR and NATO operations.

This regular rhythm would abruptly end in 1989 when, just 14 months after the largest REFORGER maneuvers ever held, the Berlin Wall suddenly came down on Nov. 9. This monumental event would change the very face of the continent of Europe, and would immediately overhaul the entire mission set of the command.

The REFORGER exercises would change drastically immediately after the fall of the wall and would be eliminated completely by 1993.

The POMCUS program, the other primary logistics undertaking of USAREUR would soon be used to support the first Gulf War.

In the short but monumentally important years of 1989-1991 the command would quickly shift from supporting the Cold War to sustaining modern warfare.



1989 Fall of the Wall

On November 9, 1989 the East German government allowed refugees to cross from East Berlin into West Berlin, ending its decades long tight control of border cross-

ings. Instantly thousands began physically chipping away and destroying the Berlin Wall, long the symbol of the divide between soviet east and the west. East German authorities

did nothing to stop the destruction of the wall, and in fact opened many more border crossings in the days to follow. In the following months and years the Soviet Union as it had been known for the previous half century would crumble.

The fall of the Berlin Wall signified a monumental change for the Army in Europe, and especially so for the 21st TAACOM. The massive support network and 'line of communications' started in the early fifties to prepare for full scale war with the Soviet Union was

no longer necessary, and would very quickly be reduced and transformed. At the same time, the instability created in those former soviet republics by the end of soviet domination would be the catalyst for years of conflicts that would occupy a great portion of the command's support missions as supporting these 'peace keeping' missions became the focus of the U.S. Army in Europe.





After drawing their POMCUS equipment, the 54th Area Support Group convoys to the marshalling area. There they have a limited amount of time to become combat-ready. (Photo by Spec. 5 Mary A. Spatafore, 7th SUPCOM PAO)

What's in a Name? 21st Theater Army Area Command

October 18, 1988 to October 17, 2000

Mission

Initially the command had essentially the same

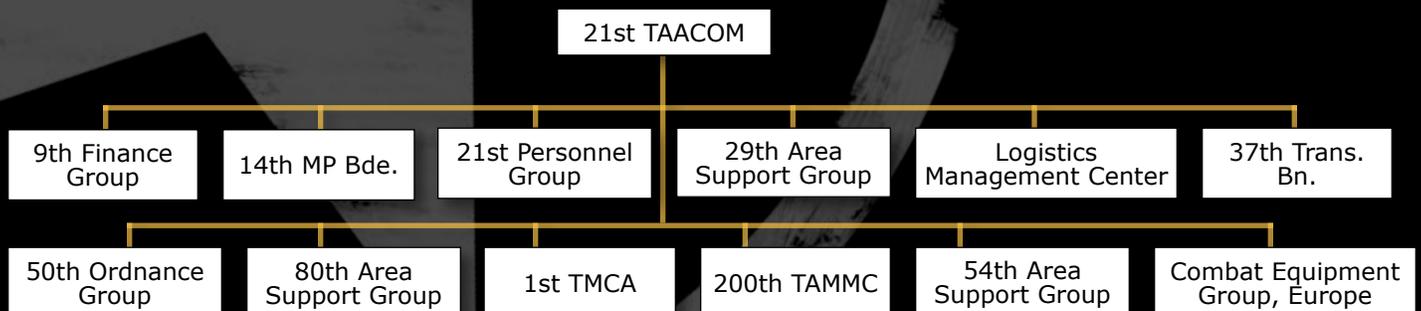
mission set that had been there for decades: Support theater operations and prepare for war with the Soviet east. Near the end of the 21st TAACOM period, however the mission changed, and the Soviet east was no longer a threat, but support to major operations in neighboring theaters became a significant part of the unit's mission.

Background

The term Theater Army Area Command reflects the unit structure on which the 21st Support Command was already based. In fact, in manning documents, orders and other official documents, the unit name of 21st Support Command was often followed by 'TAACOM' in parenthesis.

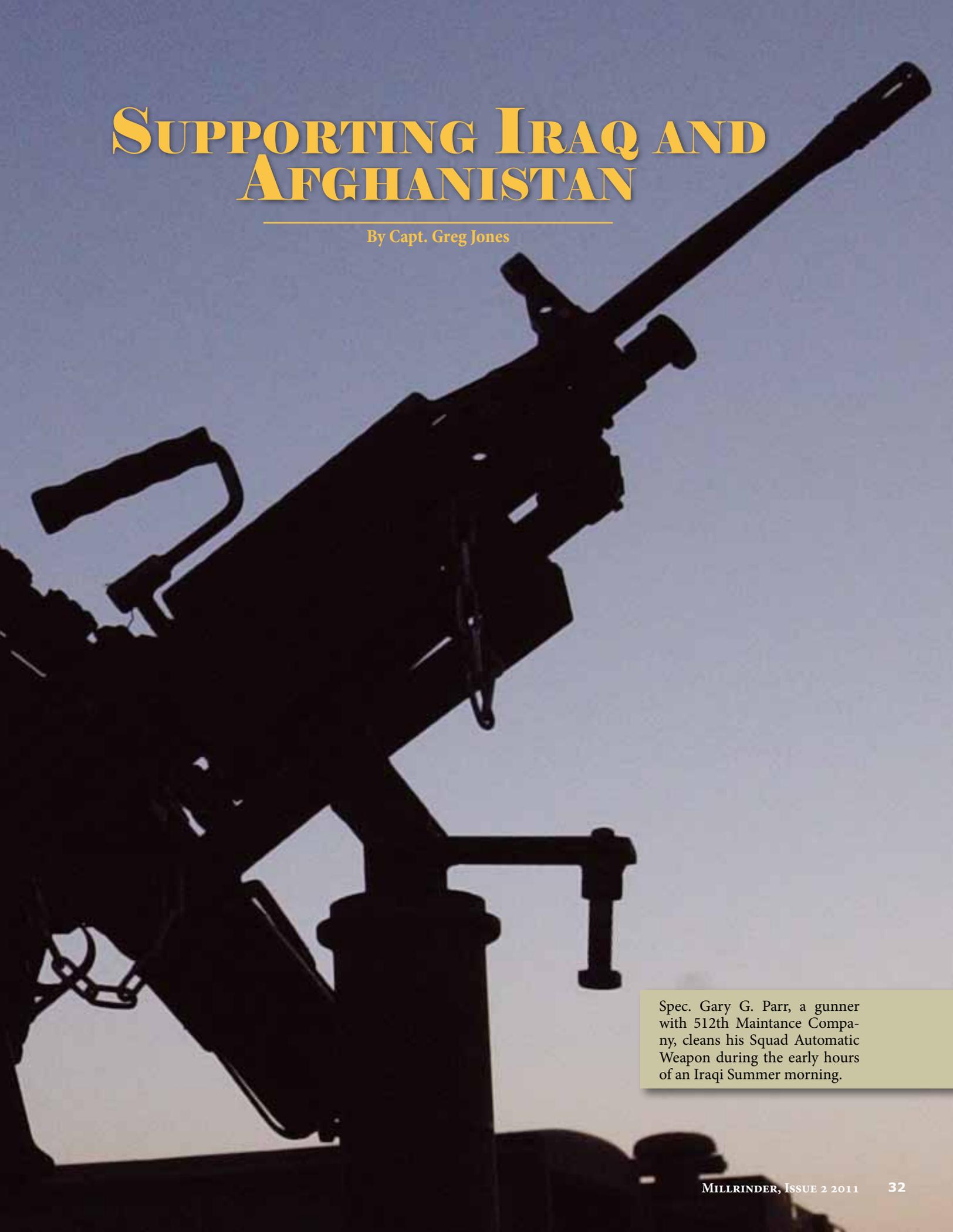
How it was different

The name change from 21st Support Command to 21st TAACOM was primarily a name-only change that reflected what was already the unit's official designation. It was upgraded from a two-star to a three-star command, but this was more a reflection of capacity than a significant mission change.



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

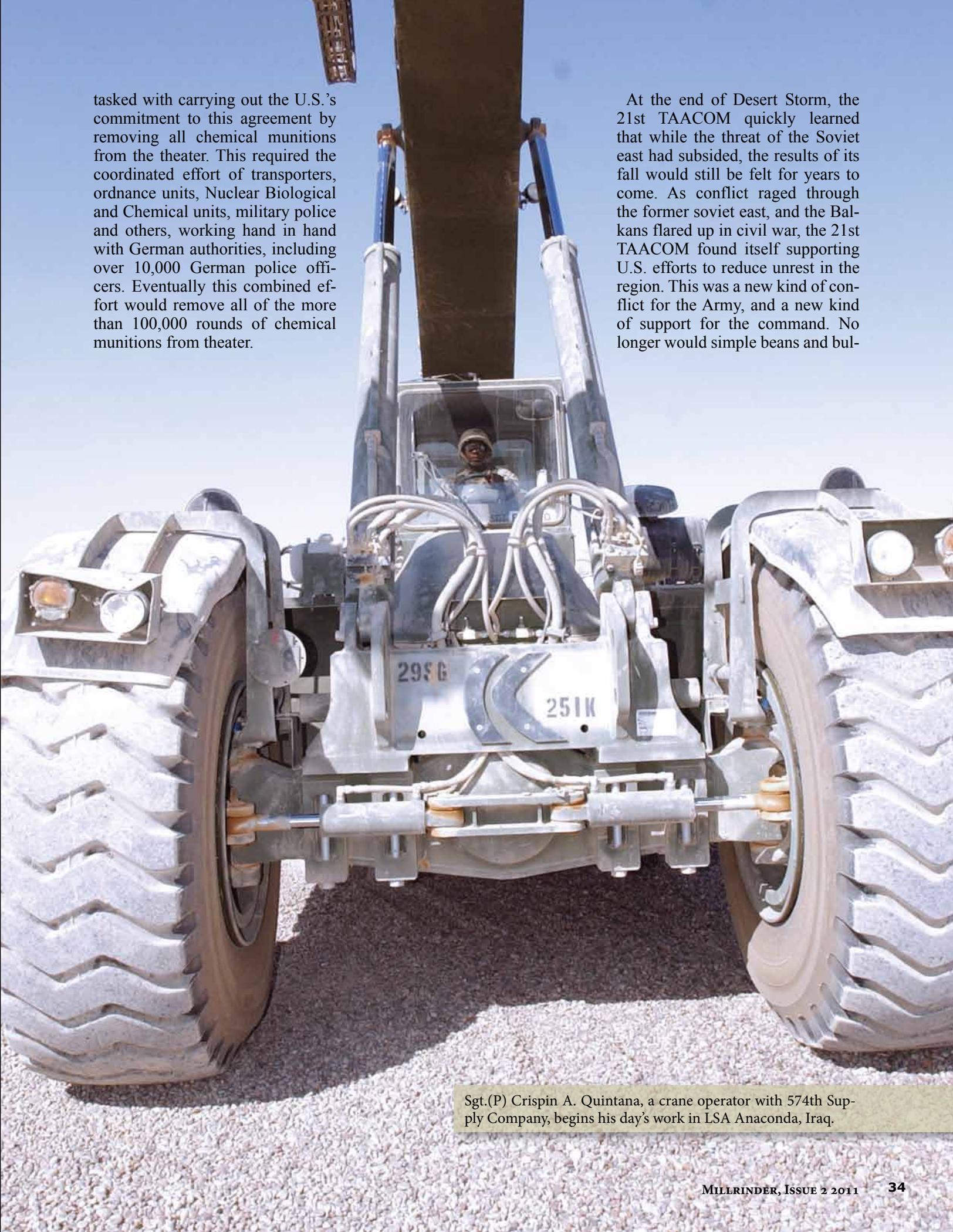
In February of 1991 the U.S.-led coalition succeeded in liberating Kuwait from its occupation by Iraq. Well-covered in the news, and well-supported by the American and international public, this was the first major post-soviet conflict for the U.S. Army.

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.

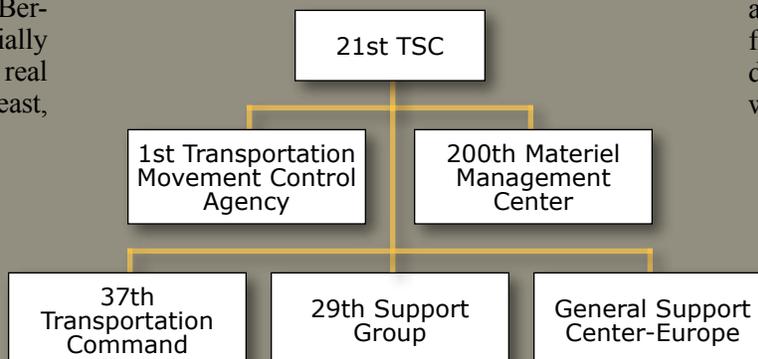
Background

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.



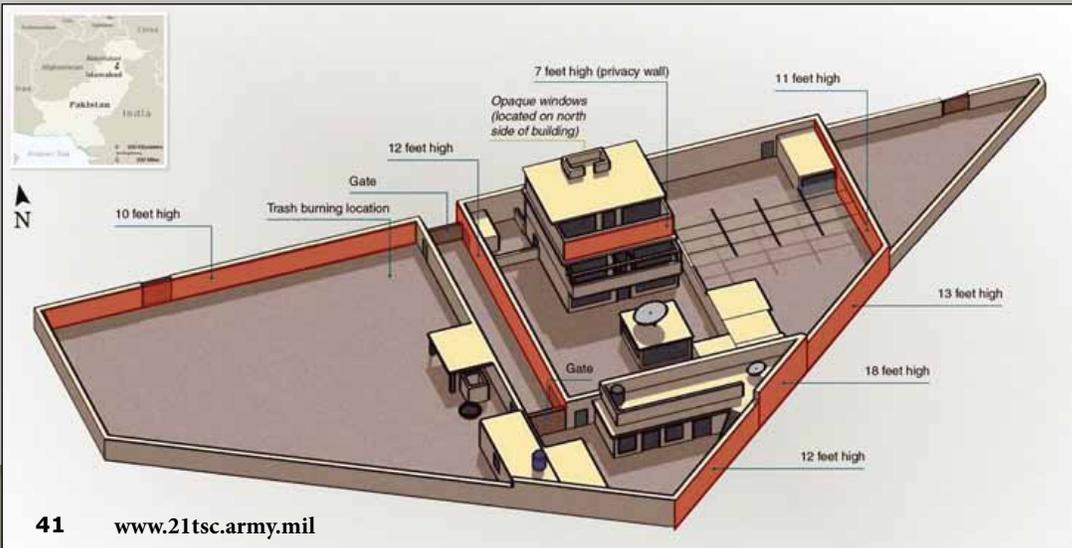
2011 Osama Bin Laden Killed

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-

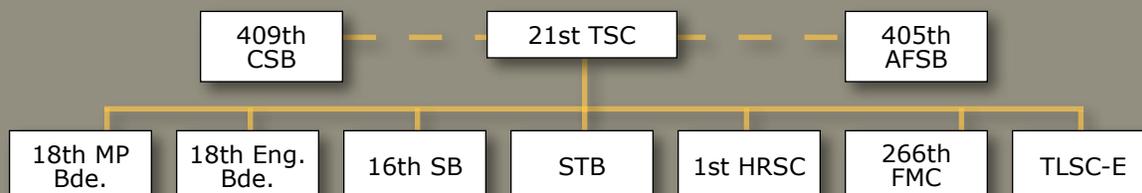
tionality and to support operations outside of the European theater. The current mission statement read: 'The 21st Theater Sustainment Command provides theater sustainment support of U.S. Army Europe and, as directed, in support of U.S. Army Africa/U.S. Africa Command; supports theater opening, distribution,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



KLW Note:

This issue of the Millrinder was a flip-issue.

Readers at this point would flip the issue over to view “Future of the 21st TSC”

To the right is the Back Cover of the issue and the start of the flip-issue.



21st Theater Sustainment Command

MILLRINDER

www.21tsc.army.mil

2011 Issue 2



FUTURE OF THE 21ST TSC

WHERE WE ARE HEADING

TRANSFORMING FOR THE 21ST

By Angelika Lantz

On April 8, 2011, the Department of Defense and the Department of the Army announced that U.S. Army Europe will be comprised of three Brigade Combat Teams as well as V Corps, 21st Theater Sustainment Command, 5th Signal Command, 12th Combat Aviation Brigade and other key enabling units.

This, and previous announcements, place the 21st Theater Sustainment Command on the list of enduring units. Yet, as the transformation process continues, it is evident that the 21st TSC as we know it today will change. As they say in the Army, change is one of the few constants in this world.

Between 1989 and 2003, the Army in Europe closed about 70 percent of its facilities and reduced nearly 70 percent of its Soldier population, from 213,000 to 40,500. By 2015 U.S. Army Europe will have transformed to approximately 37,000 Soldiers at six communities. Key theater support elements like the 21st TSC will be combined with

heavy, Stryker, and airborne brigade combat teams.

“We’re modernizing our force and consolidating onto Main Operating Bases to be more effective and more efficient,” said Brig. Gen. Allen Batschelet, USAREUR’s chief of operations. “These actions support the DOD global posture plan, the U.S. European Command theater posture plan, and the U.S. Army’s transformation, and are necessary to ensure USAREUR has the right force in the right place to meet mission requirements.”

As to what future structure and mission changes that entails for the 21st TSC depends on several factors. One aspect is which three BCTs remain in Europe and what USAREUR’s, and sub-sequentially the 21st TSC’s, footprint will look like. While the 21st TSC has a number of missions in addition to supporting the BCT, it is interconnected with USAREUR’s future mission and role, explained Lt. Col. Frank Gilbertson, the assistant chief of staff, G7 (Transformation).



THE 21ST TSC CENTURY



Future Tactical Truck System Utility Vehicle Demonstrator from Lockheed Martin. (Photo courtesy www.army.mil)



Gilbertson went on to say that during this time of economic downturn, the Army must maintain fiscal discipline over decreased resources and competing demand. Yet, transformation is not synonymous with reduction for reduction's sake. Rather it entails increasing efficiency, adapting to the new operating environment, and improving Soldier readiness. Consolidation is one way to prevent stovepipes, reduce redundancies and increase efficiency.

As examples, Gilbertson cited access points at installations to make the case for consolidating resources and sites. Each of these access points have a requirement for equipment, manning and control measures in place which can cost up to one million dollars per year. Gilbertson also cited costly maintenance for obsolete, cavernous, and inefficient warehouses as another reason for consolidation.

An extraordinary amount of planning and a comprehensive analysis of every mission, organization and installation has been conducted, and while USAREUR leads the transformation effort, Maj. Gen. Patricia McQuiston, the commanding general of the 21st TSC, has been very involved in the entire process.

"My job is to put the latest USAREUR proposal in front of her right away. She will pull in her brigade commanders and senior staff to trouble-shoot the proposal. She will review it very comprehensively, make adjustments based on the feedback of her subject matter experts then send it back to USAREUR for their review to ensure they have the best information to make the best decisions," Gilbertson said.

As a sustainment command, the 21st TSC's logistics footprint must be stationed to best support the Warfighter; to provide sustainment in support of multiple operations over long distances in USAREUR, EUCOM and AFRICOM's areas of operation. Gilbertson noted that while Gen. McQuiston is aware that the 21st TSC will not necessarily receive the optimum preferred locations, she will underscore the impact it will have on sustaining the Army in Europe.

Col. Sharon Duffy, the 21st TSC's deputy commanding officer, has been instrumental in managing and tracking the transformation process at the organization as well. She noted that the complex process is not finished anytime soon since numerous decisions remain to be made, and each one acts as a trigger point for other decisions to be considered and analyzed.

As USAREUR streamlined logistics support throughout Europe,

Staff Sgt. Adam Jones, 541st Sapper Co., 54th Engineer Battalion, 18th Engineer Brigade, provides security while his team bounds forward at Baraki Barak, Logar province, Afghanistan, during route clearance, July 06, 2011. (Photo by Spc. Mikel Peterson)

the 21st TSC has converted, inactivated, or re-stationed more than 200 units. On the other hand, the organization has added the 18th Military Police Brigade, the 405 Army Field Support Brigade, the 16th Sustainment Brigade, and the 18th Engineer Brigade along with the 266th Financial Management Center and the 1st Human Resource Sustainment Center.

Additionally, the 21st TSC temporarily assumed command and control of the 3d Support Command and the 7th Army Reserve Command with nearly 1000 Reserve Soldiers.

The addition of the Cold War structured 7th ARCOM into the 21st TSC footprint involved extensive planning for the unit's relocation from Schwetzingen to Kaiserslautern's Daenner Kaserne. Along with that came the organization's transformation into a consequence-management and civil-affairs-focused organization – the 7th Civil Support Command. The 7th CSC officially activated in September of 2008

The General Support Center-Europe with its local national workforce and industrial base infrastructure, was reconfigured into a stand-alone brigade equivalent and renamed the Theater Logistics Support Center-Europe. Besides adding ammunition management and truck operations to its existing supply and maintenance mission, the TLSC-E also began conducting more out-of-country mission support of theater forces, Duffy said.

Most recently, the 21st TSC has streamlined and consolidated all its Italy elements under the command and control of the 21st TSC headquarters, as the 21st TSC-Italy. Furthermore, the 18th Military Police Brigade is in the process of moving from Mannheim to Sembach.

Now, the largest forward-stationed logistical command in the U.S. Army, the 21st TSC provides combat service and combat service support to all units in USA-

REUR, to three combatant commands --EUCOM, AFRICOM and CENTCOM -- and multiple inter-agency organizations in Europe and beyond.

McQuiston has developed a concept for a future sustainment center, which incorporates the key aspects of transformation as part of USA-REUR's efforts.

The intent of the FSC is to transform the sustainment footprint, improve warfighter support at reduced operational costs, as part of DOD transformation in Europe. Energy-positive (green) construction will provide a significant return on investment and dramatically decrease the operational costs of the FSC. The FSC will be designed holistically and collocate like activities into functional campuses to reduce overhead (supply, maintenance, distribution/air hub, rail and road networks).

The FSC will be reconfigurable/scalable and able to adjust to ever-changing missions and align with future transformation efforts. The FSC will potentially include up to 25 stakeholders, from 11 different locations across USAREUR, allowing significant savings in operational costs and eliminating unnecessary redundancies in the USAREUR footprint. Planning and project development will be synchronized with all stakeholders to ensure optimal use of limited funding and materiel resources.

Part of the mental transition for a more agile, flexible and innovative sustainment command has been to instill a cost-conscious culture. The Lean Six Sigma program has figured prominently at the 21st TSC. LSS is a systematic approach to identify waste, focus activities on eliminating it, and maximize (or make available) resources to satisfy other requirements. During the past two years, the 21st TSC trained 30 Black Belts, more than 200 Green Belts and created a Yellow Belt program for personnel who serve as subject matter

experts on projects. There are currently three Master Black Belts, 18 Black Belts, 156 Green Belts and 450 Yellow Belts in the 21st TSC due to permanent changes in duty stations. The 81 projects that were started or completed are projected to generate over 64 million dollars in cost saving or cost avoidance across the command over the next five years.

Intellectual transformation from 'steady state' sustainment to an expeditionary, fluid mindset resulted in the establishment of the Combined Operations and Integration Cell, which streamlines the staff processes and the commander's decision cycle within the command. The regional 'face to the customer' initiative; consolidation of left behind equipment sites from 10 to two; and the reduction of theater logistics reliance on contracted workers are other examples.

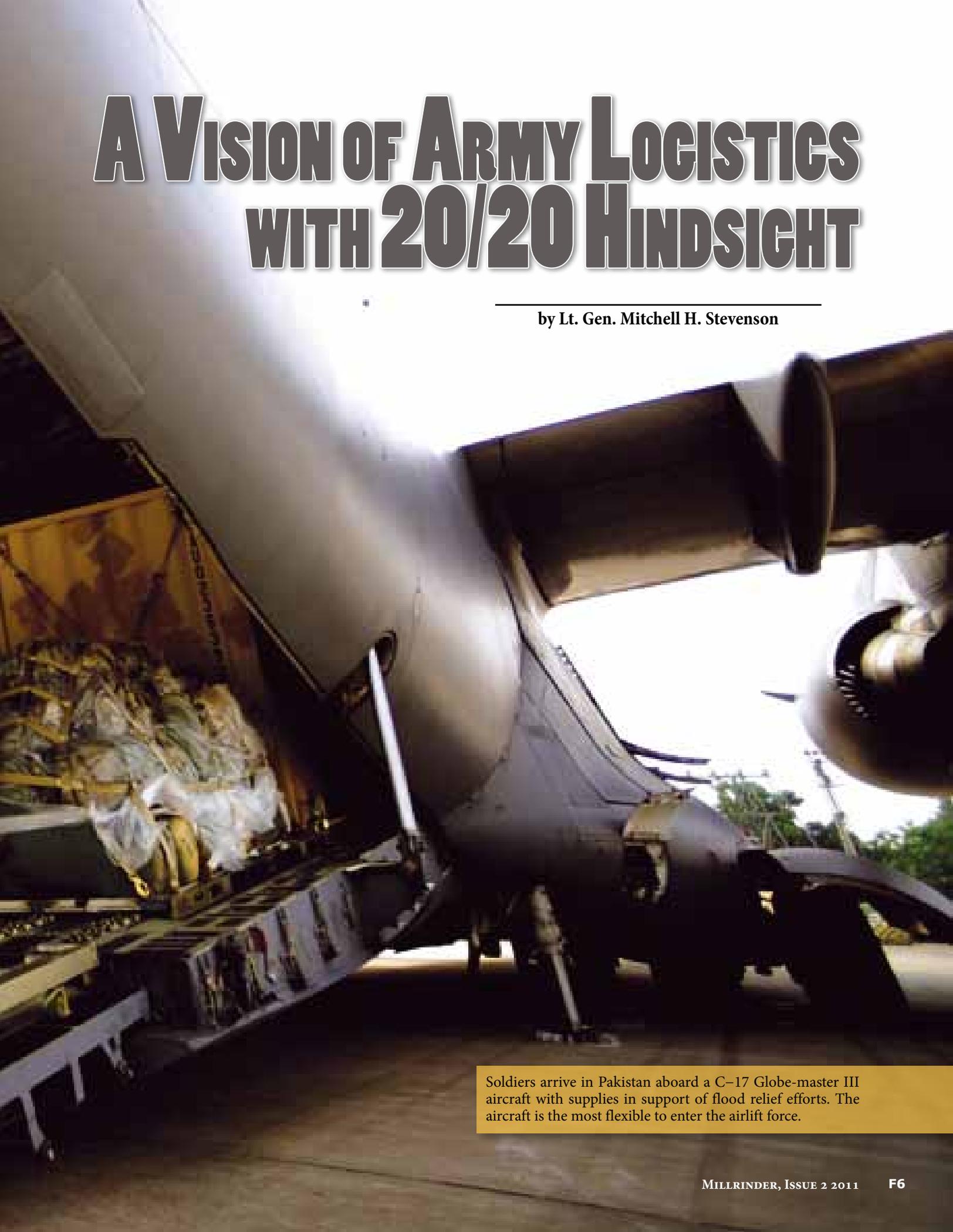
Realizing that well-trained Soldiers continue to be a unit's best and most versatile resource, the 21st TSC will continue to be a key player in USAREUR, EUCOM and NATO exercises. 21st TSC Soldiers have participated in numerous Command Post Exercises/Field Training Exercises, including more than 50 named events like Unified Endeavor, Guardian Shield, Combined Endeavor, Immediate Response, Sharp Focus and Austere Challenge series of exercises between 2009 and 2011. Thus, the command is also positioned to document its relevancy, in an environment in which USA-REUR focuses on training events, strengthening alliances and building partnership capacity with land forces across Europe as a key tenet.

A USAREUR fact sheet details 25 multinational training events on the 2011 schedule for USAREUR's Joint Multinational Training Command, and JMTC personnel participate in 350 theater security cooperation events in 42 countries each year.



A VISION OF ARMY LOGISTICS WITH 20/20 HINDSIGHT

by Lt. Gen. Mitchell H. Stevenson



Soldiers arrive in Pakistan aboard a C-17 Globemaster III aircraft with supplies in support of flood relief efforts. The aircraft is the most flexible to enter the airlift force.

In the late 1990s, we spent quite a bit of time trying to envision what Army logistics would look like in 2010. There was considerable discussion of the need for a “Revolution in Military Logistics.” The idea gained momentum, strongly influenced by the Army After Next project and by the emerging requirements associated with supporting the new brigade designs that began to develop. During his tenure as the Army Chief of Staff, General Pete Schoomaker established a task force that was given a blank sheet of paper to “revolutionize” logistics, leveraging all the work that had been done to date.

Now, looking back 10 to 15 years, how’d we do? What still needs to be worked on?

And what did we miss entirely?

The events of 11 September 2001, the wars in Iraq and Afghanistan, and 32 deployments diverted our attention from transformation somewhat. However, overall progress has been, I think, substantial. We have leveraged the great work

produced in earlier years and incorporated lessons learned from 9 years of combat to give us a very, very capable logistics force. Feedback from the field indicates that logistics transformation is working well, but we know we will never get things exactly right and must continue to adapt.

Our new capabilities were not dreamed up overnight—they were the result of years of study, debate, and experience. Furthermore, many of the principles that drove strate-

What happened to the Revolution in Military Logistics that began in the late 1990s? The events of 9/11 and the wars in Iraq and Afghanistan introduced barriers to some changes, but overall progress has been substantial.

gists back then generally remain valid today and will drive us in the future. Uncertainty, disorder, and fluidity will continue to characterize battlefields, and logistics must adapt accordingly.

At a very high level, logistics transformation was about a concept

A mechanic at Anniston Army Depot, Alabama, dismantles an M88 recovery vehicle. Army depots and arsenals have won 26 highly-coveted Shingo Awards for production and manufacturing excellence in the last 5 years.

of support for modularity that leverages joint and strategic partners. It created modular organizations that support full-spectrum operations; enhanced our theater-opening and force-reception capabilities; and developed a single Army logistics command and control capability at echelons above brigade that provides joint-capable options to the combatant commander.

With the Army Force Generation process, we also changed the way we generate forces—standardizing capa-

bilities in Active and Reserve components to deliver a steady stream of trained and ready capabilities and centralizing what might be termed strategic reach back through the integration of industry and strategic partners in the national sustainment base, all while helping to scale back



Into the Future

The Army’s Functional Concept for Sustainment

These are exciting times for all the members of the sustainment community. Over 24 months ago, the Army re-wrote its Capstone Concept, which in turn created the need to rewrite the Army’s Functional Concept for Sustainment. This rewrite, and all that it entails, is a major priority for the Army Combined Arms Support Command (CASCOM).

The past 8 years have provided valuable insights and observations

by Maj. Gen. James L. Hodge

concerning how we, as sustainers, conduct sustainment operations in support of the joint fight in the new operating environment. The Army Capstone Concept (Army Training and Doctrine Command [TRADOC] Pamphlet 525–3–0) and the Army Operating Concept (TRADOC Pamphlet 525–3–1) have changed the previous direction in which the Army was heading by acknowledg-

ing that the basic nature of war has not changed.

Despite our advances in technology, uncertainty remains a constant in the operational environment, and our dominance as warfighters will continue to force our adversaries to blend in with the local population, causing us to operate in complex and urban terrain.

As an expeditionary Army, we must be able to deploy to the fight, operate over extended distances, and deal with an-

ti-access and area denial challenges, all while conducting distributed operations. We will also have to sustain all phases of full-spectrum operations, often simultaneously. Sustaining the future force in an era of persistent conflict, under conditions of uncertainty and complexity, requires an adaptive and versatile sustainment framework that is capable of maintaining the force’s freedom of action.

The new TRADOC Pamphlet 525–4–1, The United States Army



Functional Concept for Sustainment 2016–2028, approved in October 2010, expands on the ideas presented in the Army Capstone Concept and the Army Operating Concept and describes the functional capabilities required to sustain the future force while conducting full-spectrum operations. Sustaining future Army forces in austere environments, often at the end of extended lines of communication, requires a logistics network capable of projecting and providing the support and services necessary to ensure freedom of action,

extend operational reach, and prolong endurance.

However, if the logistics network is to be successful, future Army

I foresee the greatest impact of the new Sustainment Functional Concept to be on our greatest resource, our sustainment leaders and Soldiers.

forces must decrease the demand-side characteristics of the force. Those decreases will serve to reduce the strain and frequency of resupply operations. In support of this approach, TRADOC Pamphlet 525–4–1 serves

as a foundation for future force development pertaining to sustainment and the sustainment warfighting function.

Concept development leads change for the Army and drives the development and integration of future capabilities. It also provides a framework for analysis, readiness assessments, prioritization, and feedback. The CAS-

COM team is conducting a number of efforts to hone future required capabilities in the Army Functional Concept for Sustainment by including a sustainment functional capabilities-based assessment (CBA) and conducting a number of organizational-based assessments (ObAs).

Our CBA looks across the 21 functional areas within the sustainment warfighting function and identifies gaps and solutions that enable us to accomplish our sustainment mission in the most appropriate and resource-informed manner. With

or reduce the deployed footprint.

The 1990s Vision of Logistics 2010

How did we get to this point? In the late 1990s, the thinking was that because of the expeditionary nature of Army operations—with forces deployed abroad for extended periods of time in locations with little infrastructure or lines of communication (LOCs)—we would require a fundamentally different view of sustainability. Indeed, that has been the case in Afghanistan and Iraq.

Back then, the premise of the joint operational concepts was that the key operational challenge would be to gain access to a theater, establish a sustaining capability, and establish a logistics footprint that not only could be smaller but would also take into account the social and political realities of the countries where the Army would deploy. That, too, has been the case.

Our goal was to “evolve a seamless logistics system that ties all parts of the logistics community

into one network of shared situational awareness and unified action.” To pursue that endeavor, we set goals for three domains: force sustainment, force projection, and technology application and acquisition agility.

Force sustainment

We wanted a single logistics system that would be more predictive and responsive. This was to be the single most important factor in laying the foundation for information supremacy and situational understanding.

Force projection

The focus here was on the need for lighter yet more powerful landpower systems that were easier to deploy globally, at lower cost, and with greater speed; strategic prepositioning of equipment and materiel to reduce initial air and sea transport requirements; and deployment of task-organized, modular logistics organizations to support initial combat operations.

Technology application and acquisition agility

The key here was the integration of technology and acquisition processes to work at reducing the physical size of our systems. The goal was to find materials that are lighter, stronger, and more reliable and consume less fuel, along with streamlining the process to quickly and cost-effectively acquire materiel and services necessary to maintain readiness, transition to war, and sustain combat operations.

What Has Come To Fruition?

Let’s start at the top. One of the most significant changes has been the movement away from a division-centric force to the modular brigade combat teams and echelons-above-brigade units of today. Modularity has created a major change for logisticians in how we are organized and conduct operations. Overall, we’ve done a pretty good job of adjusting to the new organizations; functions; tactics, techniques, and procedures; and mis-

your support from the field, we are evaluating our theater sustainment command, expeditionary sustainment command, sustainment brigade, and explosive ordnance disposal formations during the ObAs to develop and refine critical required capabilities, gaps, and solutions for the Army and the sustainment community.

However, we are not developing the Sustainment Functional Concept in a stovepipe. We have successfully integrated our concept and CBA effort with the Army Capabilities Integration Center and the other TRADOC

centers of excellence. This past winter, I had the opportunity to provide an assessment briefing to the Army Chief of Staff on our Sustainment Warfighting Functional Concept with the five other warfighting functions to ensure an integrated and mutual supporting approach to the future.

I foresee the greatest impact of the new Sustainment Functional Concept to be on our greatest resource, our sustainment leaders and Soldiers. We will emphasize cultural awareness, operational adaptability, and the practice of mission command

to our Soldiers at all echelons. Well-trained and informed Soldiers will be our most versatile resource, while training and education will serve to create operational adaptability at the individual and small-unit levels. Sustainment Soldiers will be capable of reacting to unforeseen changes, operating in a degraded network, and making decisions at the lowest level.

By the time you read this article, we will have completed our important work on the current edition of the Army Functional Concept for Sustainment, we will be about to complete

the Sustainment Functional CBA, and we will start the revisions of the next editions of the Army Operating Concept and the Army Functional Concept for Sustainment. Throughout our efforts, your involvement has proven instrumental to our success, and I value your continued input and look forward to hearing from you on these vital and important concepts for our sustainment community.

Major General James L. Hodge is the commanding general of the Army Combined Arms Support Command and Sustainment Center of Excellence at Fort Lee, Virginia.

sion roles. Combat service support (CSS) within modularity has done exactly what it was designed to do: sustain combat operations in two theaters without mission shortfall.

Force Sustainment

Admittedly, we have not yet achieved our vision of a Single Army Logistics Enterprise (SALE), but we are well on our way with technological advancements that significantly impact operations. The Army Materiel Command's Logistics Modernization Program leads the way, having just launched its final deployment. The Global Combat Support System-Army (GCSS-A), which involves the reengineering of 12 legacy Army logistics processes, is not far behind, operating near its full functionality in a limited-user test with the 11th Armored Cavalry Regiment at Fort Irwin, California. With the SALE, we will finally achieve a web-based, integrated enterprise solution that enables

materiel readiness and provides asset management and accountability, acquisition compliancy, and financial transparency.

As we move toward realization of the SALE, we continue to look for ways to replace legacy systems and applications. In the last five years, we've cut the Army's standing repository for information technology investments by 80 percent. By centralizing the Army corps/theater automated data processing service centers at a single site, we reduced the Army's tactical supply system footprint, reduced network traffic, enhanced response time, and saved 115 manpower slots that were returned to the force pool.

Two other information-related technologies have been implemented and are greatly enhancing force sustainment: very small aperture terminals and item unique identification.

Very small aperture terminals (VSATs) use commercial satellite

technology to deliver the networks to warfighting sustainment units. Network communications can now be provided for up to 40 tents, vans, or shelters within a 7- by 7-kilometer area using wireless bridging between nodes. All CSS units now have connectivity organic to their units. VSATs have been, and will remain, a game changer for Army sustainment.

Item unique identification (IUID) represents a significant step in improving asset visibility and will enable the life-cycle management of end items and major components like never before. Initial results in the 160th Special Operations Aviation Regiment indicate a potential for a 50-percent reduction in digital arms-room inventory, issue, and receipt times, as well as a reduction in transaction times in automated tool rooms, aviation life support equipment management, and organizational clothing and individual equipment management.

Technology has transformed Army logistics. With this very small aperture terminal, warriors in remote locations have a wireless ability to send in their orders.



For deployment and in-theater distribution management, the Transportation Coordinator's Automated Information for Movements System (TC-AIMS) is on line and working well. The decision to adopt the Air Force's Cargo Movement Operation Systems (CMOS) in place of blocks IV and V of TC-AIMS will be helpful. The Movement Tracking System (MTS) also continues to evolve; it now incorporates an ability to read active radio frequency identification tags on the cargo being carried by MTS-equipped trucks, thus eliminating the need for fixed interrogator networks.

In-transit visibility has continued to mature. As we move cargo out of Iraq, into Afghanistan, and back to the continental United States (CONUS), we're able to see where the cargo is all the time; that is unlike Operation Desert Storm, where we had little-to-no visibility of cargo shipments and zero "in the box" visibility. In some instances, we also are using sensor technologies to address the condition of items, along with pilferage and intrusion of containers. And our commercial carriers are using satellite transponders to identify and track cargo.

Several improvements have been made in distribution. Velocity management has gone from an idea to a routine way of doing business, reducing average customer wait time for outside CONUS air shipments from 21 days in 1994 to just 13 days in 2010. We are leveraging the Defense Logistics Agency's forward distribution depots to gain further efficiencies. The Army stood up the Army Sustainment Command, bringing together the power of our strategic and joint partners in the national sustainment base and extending that power forward into Afghanistan and Iraq.

We are collaborating with system product managers to demonstrate a condition-based maintenance capability to monitor health indicators of our more complex weapon systems. We've already equipped

over half of the Army's manned aircraft fleet with the ability to collect essential maintenance data from components and transmit that information off-platform. Thus far, this has extended the time between overhaul on 22 parts, eliminated almost 5,000 maintenance events, improved more than 125 maintenance procedures, and enhanced safety through avoidance of at least three class A mishaps.

We continue working to implement a common logistics operating environment (CLOE), which comprises a fully-integrated suite of Army logistics information technologies and processes that fuse network-centric data-sharing and sensor-based self-reporting systems within the Army's LandWarNet construct in support of multifunctional logistics operations.

Innovation also has been brought to distribution in the tactical and operational spaces through improved aerial resupply options, including both high- and low-altitude resupply systems. Joint precision airdrop systems are used at 20,000 feet and above; at lower altitudes, low-cost low-altitude systems are used at 150 to 500 feet above the ground. Testing of another system, free-drop packaging (for altitudes below 100 feet), is ongoing.

In Soldier protection, significant enhancements have been made over the past decade, particularly in body armor. The same can be said for Army combat helmet capability enhancements, such as fragmentation protection, increased Soldier comfort, and helmet sensor internal mounts.

Warfighter feedback has driven improvements in field feeding. We developed and continue to enhance unitized group rations (UGRs), simplifying and streamlining the process of providing high-quality meals to the Soldier in the field. The first UGR, introduced in 1995, maximized use of commercial items, significantly reduced line-item requisitioning, eased prepara-

tion and assembly, and reduced the logistics footprint.

Various improvements have continued to the present. For example, in 2005, we replaced the unitized B ration, which had 200 meals on 1 pallet, with the UGR-B, which offers 400 complete meals (also in 50-serving modules) on a pallet; this effort reduced the overall cost of the ration by reducing components by more than 65 percent. In 2007, we introduced "UGR-Express," a complete self-contained, self-heating group meal for up to 18 Soldiers operating in remote areas.

As these food improvements were being made, we also designed the First Strike Ration, an eat-on-the-move assault meal designed for short durations of highly mobile and high-intensity combat operations. Each First Strike Ration contains a day's supply of food, averaging a total of 2,900 calories, while at the same time reducing the Soldier's load. One ration, in place of three daily meals, ready-to-eat, saves 49 percent in weight, 55 percent in



space, and 22 percent in costs.

We also are looking at improvements in battery use. Use of rechargeable batteries is increasing, with some units using them 90 percent of the time during dismounted operations. Modular brigades of all types are now able to leverage many of the benefits of rechargeable batteries, and we are now examining policy and training recommendations that provide for their use, when practical, as the preferred method of powering end items.

Force Projection

It is in this domain that the greatest improvements have occurred. We have significantly enhanced our throughput and capacity at power-projection installations. For example, whereas the railhead at Fort Hood, Texas, in years past had a 4-spur railhead with no supporting facilities, today it has a 240-railcar railhead, a 300-railcar classification yard, a 45,000-square-yard marshalling yard, and the capabil-

ity to deploy 240 to 320 railcars per day. Similar improvements at the Fort Lewis, Washington, rail and logistics facility have provided a capability to deploy 240 railcars per day. And there are many more such examples.

At the joint level, we now have a “Distribution Process Owner,” resulting in a stronger relationship among the Defense Logistics Agency (the supply arm of Department of Defense logistics), the U.S. Transportation Command, and the services. The outcome has been better planning, execution, and control of global distribution operations.

The C-17 Globemaster III, the most flexible cargo aircraft to enter the airlift force, has replaced the C-141 Starlifter as our principal cargo lifter. It is capable of rapid strategic delivery of troops and all types of cargo to main operating bases or directly to forward bases. The C-17, designed to provide direct delivery of cargo loads to austere airfields, has been used extensively in Afghanistan.

It can land with payloads of up to 160,000 pounds on austere runways as small as 3,000 feet by 90 feet.

Technology Application and Acquisition Agility

Significant accomplishments have also been made in this domain. Sensors are being used to report real-time status of critical items; diagnostics and prognostics can sense pending system failures, requisition parts, and schedule repairs; smart munitions are enabling materiel mass to be decreased; and artificial intelligence and intelligent agents are helping logisticians to perform analytical and judgmental tasks.

In acquisition reform, we have increased the use of electronic commerce; conducted privatization and outsourcing of non-core capabilities; increased the use of commercially contracted maintenance and services; and implemented the use of performance or commercial instead of military specifications



The Army applied spray foam insulation to temporary structures in Iraq and Afghanistan, which reduced fuel consumption and thereby took fuel convoys off dangerous roads.



where appropriate.

We made great progress in how we conduct business operations through implementation of the Single Stock Fund and National Maintenance Program while adapting to a Materiel Enterprise that will support broader efforts that lead to a balanced Army, better business processes, shorter cycle times, and reduced costs.

At a time when the Army's energy costs have continued to rise, we have embarked on a strategy to help achieve, over time, less energy consumption, which will ultimately take fuel convoys off dangerous LOCs. In the short term, the Army has done such things as applying exterior spray foam insulation to

temporary structures in Iraq and Afghanistan, which reduces fuel consumption for heating and cooling by 50 percent.

Technology also has improved the way water is produced on the battlefield. In Iraq and Afghanistan, 1,500 gallon-per-hour tactical water purification systems are in use, as are 125 gallon-per-hour lightweight water purification systems. And water re-use technology is now used in all of our laundry and shower units.

For the past five years, the Army has been able to sustain in Iraq and Afghanistan ground equipment readiness rates of greater than 90 percent. Our military industrial base production, for example, is

twice as high as pre-war levels, and it is now at the greatest output since the Vietnam War. Our depots and arsenals are world class. In the last five years, they have won 26 Shingo Awards (what some call the "Nobel Prize" for production and manufacturing excellence). They have reduced costs, increased productivity, and gained efficiencies—all while our Nation is at war.

As part of our logistics transformation, we also have gone from a four-level to a two-level maintenance system, supported and enhanced by the creation of Army field support brigades forward on the battlefield. It's the sum of all these improvements that has been a game changer for maintenance support.



ATLAS DROP, an annual joint aerial-delivery exercise sponsored by U.S. Army Africa, brings together U.S. servicemembers with counterparts from the Ugandan People's Defense Forces, and is designed to enhance the readiness of both countries' resupply and logistical capabilities. The two-week training from April 11-21, will consist of classroom instruction and a field training exercise. AD11 will increase the capability of both UPDF and U.S. forces to resupply Soldiers operating in remote areas.

Many new technologies are being developed to reduce demands on manpower; improve the efficiency of logistics support; and improve reliability, maintainability, sustainability, and operational readiness. These include next-generation wireless communications that can significantly enhance the visibility of Army assets; robotics technologies that can perform repetitive, dangerous, or difficult work that humans cannot perform well or would not want to perform; micro-electrical mechanical systems that can track temperature, humidity, and vibration so they can monitor shelf-life and environmental factors affecting assets; and such things as the Hellfire Captive Carry Monitor

for Asset Readiness, which is in use today by the Army to monitor and record the environmental details of assets in storage and transport.

What Do We Still Need to Do?

Despite all that has been accomplished since we introduced the Revolution in Military Logistics, two wars and 32 deployments have somewhat slowed some of the transformation that had been envisioned a decade earlier, making the "revolution" more of an "evolution."

As priorities changed, the needed funding for development and fielding of technologies that we thought would be important had to be diverted to more important areas,

such as fielding and sustaining tens of thousands of mine-resistant, ambush-protected (MRAP) vehicles critical to keeping Soldiers alive on the battlefield. So, we're not done yet—not by any means! Full transformation will take a great deal more time, perhaps a decade or more. Consequently, Army logistics must continually adapt accordingly!

Afghanistan and Iraq have shown us that the need to support small dispersed units over significant distances will only grow in importance, as will the need to appropriately size and reduce the logistics footprint. Many of our changes represent paradigm changes in how we operate. The evolving strategic environment will pose a series of strategic choices that we will need to examine as we adapt the character of logistics' contributions to the fight.

Over the last decade, logistics organizations, processes, tools, and technology have witnessed significant adaptation, which has created a continuum of momentum that makes the next level of adaptation more readily apparent. Technology maturation will be a factor, but our continued partnering and teaming with industry and academia will help to shape the progression, integration, and implementation of evolving technologies. As we move forward, we will continue to seek capabilities that satisfy the Soldiers' needs and help us to better manage the uncertainty that will continue to characterize current and future operations.

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