



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 21ST THEATER SUPPORT COMMAND**  
**UNIT 23203**  
**APO AE 09263**

AERPO-FP

15 September 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 21st Theater Support Command Policy Letter 21, Antiterrorism/Force Protection

1. References.

- a. AE Regulation 190-25, Safe Neighborhood Awareness Program (SNAP), 17 Apr 03.
- b. USAREUR Regulation 525-13, Antiterrorism/Force Protection: Security of Personnel, Information, and Critical Resources, 1 Feb 00.
- c. USAREUR Policy Letter 23, Antiterrorism/Force Protection, 4 May 03.

2. Antiterrorism/Force Protection (AT/FP) is the top priority for the 21st Theater Support Command (TSC). The very real and serious threat of terrorist acts of violence directed against Americans is something that we must confront around-the-clock. Let there be no doubt that this is a fight; and as we do when preparing for any fight, we must hone our skills and direct the necessary resources to defeat this enemy. Our objective is to have a safe and secure environment that allows us the freedom to accomplish our mission. The challenge is to manage our limited resources carefully to ensure that our AT/FP requirements can be sustained without unnecessarily affecting our everyday operations.

3. Force protection is a command responsibility. As such, responsibility for executing force-protection measures flows through the tactical chain of command from the CG, 21st TSC, to our subordinate unit and installation commanders. As the Commanding General, I am responsible for approving and coordinating AT/FP requirements, plans, training, and operations in this command and areas designated under my control/authority as the Senior Tactical Commander. Subordinate unit and installation commanders are responsible to the CG, 21st TSC, for implementing and executing the AT/FP programs for their installations, including nearby non-USAREUR units. Other responsibilities of our subordinate unit and installation commanders include:

- a. Determining overall FP requirements. These should be consistent, but tailored to the local situation. Whenever possible, use physical improvements, process improvements, and technology to minimize manpower requirements.

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b. Ensuring that a uniform level of security is provided throughout the command footprint. Subordinate units and installation commanders will ensure that AT/FP operations are centrally controlled at installation level and above. A master sergeant, first lieutenant, or higher, or a civilian equivalent of sufficient rank to allow effective staff coordination, will be in charge of AT/FP at each installation.

c. Checking to ensure that personnel comply with established AT/FP procedures.

d. Ensuring that the requirements of Army in Europe Regulation 190-25 are enforced. The Safe Neighborhood Awareness Program (SNAP) is a key part of the USAREUR Force Protection Program. The SNAP increases situational awareness of personnel and their families and provides comprehensive training to volunteers on observing and reporting procedures. This program promotes community involvement and empowers community volunteers to act as observers of suspicious activity in and around installations and housing areas. This awareness results in quick reporting of and response to possible criminal or terrorist activity.

4. The 21st TSC, DCG is the command's executive agent for antiterrorism/force protection.

5. Commanders will ensure a balance is maintained between the mission and force protection, and that AT/FP requirements are balanced with training requirements and the need to provide support services (for example, administration, finance, medical, personnel, supply, and transportation).

a. Commanders must ensure that enough personnel are available to meet the support needs of our soldiers, civilians, and family members, and that operating hours of support services are adjusted to support the requirements of heightened AT/FP conditions. This can be challenging at installations where soldiers who provide support services must also meet the installation's AT/FP requirements.

b. Unless specifically exempted, all tenant units of all unit types will provide an appropriate number of borrowed military manpower (BMM) to protect their installations. For example, a support unit sharing an installation with a large tactical unit must contribute its fair share of BMM. Commanders of units that provide support services will determine the minimum level of personnel who must be present for primary (not guard duty) mission for the unit to provide an acceptable standard of service, and recommend the unit contribution of BMM accordingly. We must capture the effect of all these actions through our readiness reporting.

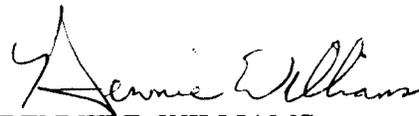
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6. We must include Host Nation (HN) authorities in our planning at every level. They have unique capabilities that we can use to our advantage. We also need to understand the limits that HN officials may place on us as guests in their country. When coordinating with HN officials, commanders should reemphasize our appreciation for their support.

7. All AT/FP communications must flow through the tactical chain of command and brigade and installation commanders at the same time to ensure timely and accurate situational awareness.

8. For our units and personnel stationed and living in the Kaiserslautern Military Community, we will continue to foster our relationships with the 86th Air Lift Wing and 415th BSB in order to standardize force protection at our neighboring and conjoined installations.



BENNIE E. WILLIAMS  
Major General, USA  
Commanding

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