

# FORT VON STEUBEN

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DEPARTMENT OF THE ARMY INSPECTOR GENERAL AGENCY  
TRAINING DIVISION  
5500 21<sup>st</sup> STREET, SUITE 2305  
FORT BELVOIR, VIRGINIA 22060-5935  
March 2004

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## Installation Facts

Fort Von Steuben is located 70 miles southwest of Richmond, Virginia, and includes two sub-posts, Conway Army Airfield (CAAF) and Camp William North. Fort Von Steuben was one of the original sites where the Continental Army mobilized and trained during the Revolutionary War.

CAAF is located 11 miles northeast of main post and is the home of the 66th Aviation Brigade. Formerly a USAF base, the airfield was transferred to the Army and Fort Von Steuben in 1973.

Camp William North, located 43 miles north of Fort Von Steuben, is home of the 46th Infantry Brigade (Mechanized) of the Virginia Army National Guard (VAARNG); Headquarters, 27th Artillery Brigade; and Headquarters, 44th Corps Support Command (COSCOM). Elements of the VAARNG use the camp extensively for training and equipment storage.

The 66th Infantry Division (Mechanized), located on main post, is subordinate to II Corps. The division consists of two active brigades and one round-out brigade from the VAARNG.

### FORT VON STEUBEN DATA

Size:	127,988 acres
Main Post	77,139 acres
CAAF	5,651 acres
Camp William North	45,198 acres
Maneuver area:	84,837 acres
Impact area:	26,671 acres
Cantonment area:	2,040 acres
Maintenance space:	310,004 sq ft
Average temperature:	54 degrees Fahrenheit
Average snowfall per year:	15 inches
Active-duty soldiers:	16,324
Civilian work force:	3,450
Family members:	21,765
Retirees:	2,209
Number of on-post housing units:	3,172
Bachelor officer quarters:	196
Bachelor senior NCO quarters:	58
Barracks spaces available:	8,462
Reserve Component personnel:	
Attending annual training:	26,802
Attending weekend training:	11,653
Mobilization population:	45,554



## **66th Infantry Division (M) (Divisional Units)**

### **1st Brigade**

2-66 Infantry (M)  
3-66 Infantry (M)  
4-66 Infantry (M)  
3-79 Armor

### **46th Brigade (VAARNG)**

1-46 Infantry (M)  
1-6 Armor  
2-6 Armor  
1-46 Field Artillery (155  
Self-Propelled)  
46th Support Battalion  
462nd Signal Company

### **3d Brigade**

1-79 Armor  
2-79 Armor  
5-66 Infantry (M)

### **Division Artillery (DIVARTY)**

3-60 Field Artillery (155 SP)  
4-60 Field Artillery (155 SP)  
Battery A, 6-60 Field Artillery  
(Multiple Launch Rocket  
System)

### **66th Aviation Brigade**

Company A, 1-18th Air Traffic Control Battalion  
1-66 Aviation (Attack)  
2-66 Aviation (Attack)  
3-66 Aviation (Assault)  
6-6 Cavalry Squadron

### **Division Support Command (DISCOM)**

766th Main Support Battalion  
1st Forward Support Battalion  
3rd Forward Support Battalion  
Aircraft Maintenance Company  
66th Engineer Battalion  
66th Chemical Company

### **Division Troops**

1-6 Air Defense Artillery  
66th Signal Battalion  
66th Military Intelligence Battalion  
66th Military Police Company  
Division Band

## **Non-Divisional Units**

Headquarters, 27th Artillery Brigade (II Corps)  
533rd Service and Support Battalion  
123rd Engineer Company (Bridge)  
Headquarters, 44th COSCOM (USAR) (II Corps)  
199th Maintenance Battalion (General Support)  
144th Supply Battalion  
66th Air Support Operations Squadron (USAF)  
Detachment 8, 3rd Weather Squadron, Military Airlift Command (MAC) (USAF)  
A, B, C, and D Flights (Air Liaison)

## **Other Tenant Units / Activities**

Coudray Army Hospital / Director of Health Services  
Mary Beth Dental Clinic / Director of Dental Services  
Defense Reutilization and Marketing Office  
Defense Commissary Agency  
Fort Von Steuben District, 2nd Region, U.S. Army Criminal Investigation Command  
Red Cross  
Defense Investigative Service  
U.S. Army Engineer District Area Office  
Mobilization and Training Equipment Site

## **Commander's Guidance**

This tour at Fort Von Steuben is your first as an IG. The Commanding General has given the following guidance to his Inspector General:

### **1. General**

- a. You are part of my personal staff. You work directly for me.
- b. I want to employ your talents to benefit this post, the people on it, and the Army -- and to keep me from doing anything dumb.
- c. Initially, I want you to take some time to look, see, and hear what is going on in the division. I am eager to hear your assessment of installation and division operations and your recommendations on how we can best use the talents and resources of the IG office.
- d. Conduct all of your business in a professional and objective manner. I may forget you during the decision-making process, but do not take that omission personally. Those things happen when you are not part of the coordinating or special staff. Your responsibility is to stay informed of what is happening in the command.
- e. Philosophically speaking, I want you to solve problems at the lowest possible level and let the chain of command work. Be a friend to the battalion and brigade commanders and help them to succeed.

### **2. Assistance**

- a. I want you to reinforce the fact that soldiers should use the chain of command to solve problems. Encourage soldiers to give the chain of command a chance to work the issue first and then return to the IG if the problem is not fixed. Help the chain of command to be heroes whenever possible.
- b. Remain especially responsive to the soldiers' needs. Treat every case with equal importance. The soldier entering your office thinks that his or her problem is important or that soldier would not be there to seek help. Do not forget the importance of the family and civilian members of the command. Ensure that everyone receives fair and equal treatment.
- c. I want you to work Equal Opportunity problems that involve field-grade officers or Command Sergeants Major. Keep the installation Equal Opportunity Office informed of the cases you are working.

d. Develop a method to identify possible systemic problems in the command. Work with the chain of command to correct such problems, but tell me when I need to get involved.

### **3. Inspections**

a. I want you to review immediately the division's Organizational Inspection Program (OIP) and Green Tab Memorandum #1 (enclosed). Become familiar with both items.

b. I don't want to influence your assessment of the OIP, but I am concerned about the effectiveness of the OIP and our Command Inspections. I want you to evaluate the OIP at all levels and assess the effectiveness of our total inspection effort. Things just don't seem to be going well. See what you can uncover.

c. Remember: You are assigned to a post with combat, combat support, and combat service support units that have the primary mission of closing with and destroying the enemy. Our soldiers, organizations, and equipment must remain ready to conduct that mission on short notice. We must also ensure that our installation is properly administering installation activities. Keep these facts in mind in everything you do.

d. Likewise, make sure that your shop is ready for war. Review your shop's Mission Essential Task List (METL) and Preparation for Overseas Movement (POM). I want your thoughts on how best to use the IG when we have to deploy into combat.

### **4. Investigations and Inquiries**

a. I want to define your inquiry and investigation efforts. With my approval, you will inquire or investigate cases involving systemic issues and serious allegations concerning senior leaders. Bring your recommendations to me before beginning an investigation. You may conduct a low-key preliminary analysis of prospective cases before seeing me with recommendations. If someone levels an allegation against me, I expect you to comply with AR 20-1's requirements concerning investigations of General Officers. Ask DAIG for permission to advise me of the allegations. If DAIG grants that permission, then I expect you to brief me personally on the issue.

b. I am especially sensitive to issues that border on criminal behavior. For example, in cases of alleged adultery involving senior personnel (CSMs and Battalion Commanders and above), I will probably have you initiate an inquiry. I expect you to keep your proceedings confidential and to conduct these cases expeditiously. If in doubt about the propriety of your inquiry, consult with the Staff Judge Advocate (SJA) and then together see me. In my absence you will consult with the acting commander for guidance. I expect the results of your inquiries to be detailed and stand-alone documents. Get to the point. A summary sheet will be best.

c. On occasion I will require you to conduct inquiries and investigations to look into matters concerning systemic issues. These investigations will address issues that surface during inspections or come to my attention through the staff or outside agencies. Items of specific Congressional interest are also important and may require your inquiry or investigation.

d. You will never conduct an investigation without my approval. I will sign your directives. My acting commander can sign them in my absence. On your action memorandum soliciting my signature for a directive, I want an estimate of the time required to complete the investigation. I expect you to be right and thorough, but you must make these cases a high priority.

## **5. Keeping Me Informed**

a. I want you to keep me informed of what is happening in the command with respect to soldier and civilian problems, investigations, inquiries, and inspection results. Let's plan to meet, as a minimum, on a weekly basis.

b. I do not expect you to brief me on every little problem. Keep me informed of those matters, actual or perceived, that affect -- or have the potential to affect -- the morale, training, discipline, and good order of the command. I especially want to know about issues involving drugs, racism, sexual discrimination, and the abuse of command authority.

c. Keep the Chief of Staff informed and coordinate closely with his staff. Finally, you must remember that you are a staff officer, but you report to me as one of my personal staff members.

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 66TH INFANTRY DIVISION (MECHANIZED)  
AND FORT VON STEUBEN  
FORT VON STEUBEN, VIRGINIA 12345

AFVS

1 January \_\_\_\_

SUBJECT: **Green Tab Memorandum #1:** 66th Infantry Division (Mechanized) and Fort Von Steuben FY \_\_ Objectives and Assessment Guidance

1. **Objective:** The objective of this memorandum is to provide a framework for improving operational readiness within the context of the Global War on Terror (GWOT) by monitoring performance within the division and Fort Von Steuben. We will improve our readiness by evaluating strengths and weaknesses and reshaping priorities, policies, and plans to overcome identified weaknesses and to sustain demonstrated strengths.

2. **Army Immediate Focus Areas:** We must be aware of -- and consider -- the direction of the Army Chief of Staff (CSA) in everything that we do. The CSA has focused the Army's readiness efforts and relevance to the Global War on Terror (GWOT) by establishing a series of immediate focus areas. The areas that demand our attention are as follows:

a. *The Soldier:* Develop flexible, adaptive, and competent Soldiers with a **Warrior Ethos**.

b. *Leader Development and Education:* Train and educate Army members of the Joint team.

c. *Current to Future Force:* Recognize that Army transformation is part of constant change. The Army's modernization objectives will focus our modernization efforts.

d. *Modularity:* Create, train, and employ modular, capabilities-based units with increased lethality and replace obsolete equipment with newer, more lethal and effective technology.

e. *Joint and Expeditionary Mindset:* Retain our campaign qualities while developing a mindset aimed at conducting Joint operations quickly and with little notice.

f. *Installations as Flagships:* Enhance Fort Von Steuben's ability to project power rapidly and to support our families.

### **3. Discussion**

a. I expect all commanders and staff members to gather and analyze evaluation data and begin working immediately to correct deficiencies within their authority to fix. I expect those individuals to prepare recommendations for improvement on those areas that fall outside their authority to resolve.

b. We have three elements within our control that will help to ensure mission accomplishment at every level within the division and installation. Those elements are:

1. Training
2. Providing Resources
3. Policy making and administration

c. We can trace most deficiencies to one of these three elements. To some degree, we can compensate for weaknesses in one element by placing emphasis on the other two. Our goal is to maximize effectiveness in all three areas.

d. When making decisions, I expect leaders to rely on feedback from a number of sources -- from personal observation to reports of Field Training Exercises, Command Post Exercises, inspections, audits, and other activities. These sources can be internal or external to the division. Some of these sources are listed in FM 7-0, Training the Force, and in AR 1-201, Army Inspection Policy.

e. Leaders must constantly evaluate and assess their units and soldiers. For planning purposes, the formal methods for conducting organizational assessments will be Quarterly Training Briefings (QTB), annual updates to this policy letter, Command Training Guidance, and the Organizational Inspection Program (OIP).

### **4. Assessment Guidance for FY \_\_\_**

a. Vision: The 66th Infantry Division (Mechanized) must be the Army's best division -- trained and ready for victory. The 66th Infantry Division is a total force of quality soldiers and civilians. We must be a values-based organization and an integral part of the Army team that can respond to our Nation's needs during this challenging era of the Global War on Terror (GWOT). We must be able to change to meet the challenges of this war today, tomorrow, and well into the 21st Century.

b. Focus:

1. All activities in the division must contribute to the division's mission and the missions of its subordinate elements. The ability to fight and win on the modern battlefield is the prime focus. Preparing for that eventuality is our peacetime challenge.

2. Combat elements must make combat readiness and Mission-Essential Task List (METL) proficiency their first priority.

3. Table of Distribution and Allowances (TDA) organizations will focus on sustaining combat forces and preparing them to deploy, which includes performing mobilization functions related to the Army Reserve and the Army National Guard.

4. All organizations must carefully manage resources and respond proactively to the Army's reshaping efforts.

c. Methods: Inspectors and other evaluators will conduct performance-oriented evaluations instead of relying upon indirect indicators of performance such as record keeping. This requirement will demand some imaginative and innovative approaches to evaluations rather than simply 'doing it the way we have always done it.'

d. Topics of Interest: I expect commanders to focus on evaluating the readiness of their units in order to accomplish their operational tasks. The division headquarters will evaluate subordinate elements in the following areas:

1. Deployment planning and execution
2. Reshaping the Army initiatives
3. Resource Management

e. Implementation: The Quarterly Training Briefing (QTB) will be the primary forum for subordinate commanders to express their assessments of their command's strengths and weaknesses. These briefings -- combined with my personal observations and the results of inspections, audits, and other evaluations -- will shape my assessment of the division's status. I will readjust priorities, policies, and plans based upon the picture that these sources of information portray.

1. Specific guidance about training, inspections, audits, and external evaluations are in the enclosures (not provided).

2. General guidance on readiness exercises, inspections, and audits in the division is as follows:

a. Readiness exercises will concentrate on combat readiness at the battalion and company levels. The headquarters two levels above the evaluated unit will conduct the exercises, which will take the form of Field Training Exercises (FTXs), Command Post Exercises (CPXs), and Tactical Exercises Without Troops (TEWTs). These exercises will normally last no more than 15 days and will culminate with an After-Action Review (AAR) attended by the commanders of the inspecting and inspected units.

Rotations to the National Training Center at Fort Irwin, California, are some of the best sources of input to commanders' assessments of their units' capabilities and standards.

b. The division will plan and conduct Initial Command Inspections and Subsequent Command Inspections in accordance with AR 1-201. Staff Inspections and Staff Assistance Visits will concentrate on administrative efficiency and compliance with regulatory standards at the brigade level and below. IG Inspections will focus on widespread systemic issues that affect readiness in the division and on the installation.

c. Division Internal Review and Audit Compliance (IRAC) auditors will concentrate on the efficiency of fiscal activities starting with the finance and accounting center, the club systems, and private organizations.

## **5. Integration and Coordination**

a. The Division G-3 is responsible for coordinating all inspections, audits, and evaluation activities, to include external evaluations by organizations above and outside the division.

b. All subordinate commanders and staff members will notify the G-3 immediately about any audit, inspection, or other evaluation that the G-3 has not coordinated.

c. The G-3 will resolve all scheduling and coordination conflicts.

d. The division Chief of Staff will be informed of any external evaluation team that visits any divisional units without prior coordination.

## **6. Use of the Inspector General**

a. The division IG is available and qualified to train staff and unit inspectors in inspection techniques and inspection planning. For training all inspectors, the IG uses The Inspections Guide, a handbook published by the Department of the Army Inspector General Agency. This guide is available to all inspectors and not just IGs. Staff principals and unit commanders should arrange for inspections training directly with the division IG.

b. The IG system is designed to track problems down to their root causes and can identify issues that are beyond the division's ability to correct, such as conflicting Army regulations. Commanders must inform the IG of issues that they cannot resolve so that the IG can pursue these issues to their resolution.

## **7. Announced and Unannounced Evaluations**

a. Advantages and disadvantages exist to announcing and not announcing evaluations. Weigh each approach on its own merits.

b. Unannounced evaluations are a valid way of determining the daily status of units. However, these inspections can disrupt training and other necessary activities, thus making implementation of the tenets of FM 7-0 extremely difficult to follow. Therefore, no unannounced internal or external evaluations will occur in the division without my approval.

c. The G-3 will coordinate announced and unscheduled evaluations by external agencies and capture those evaluations on the appropriate training calendars and schedules.

**8. Updates:** I will update this Green Tab Memorandum annually to reflect current changes. I will provide interim guidance as necessary. I will publish Green Tab Memorandums from time to time outlining goals and objectives and principles for the division and the post.

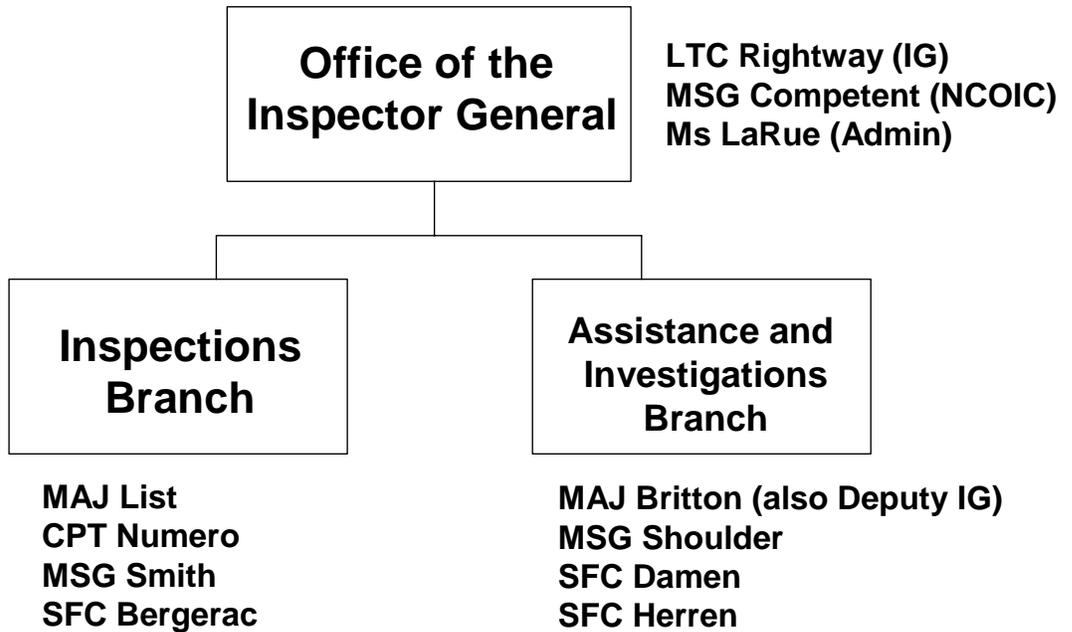
MOTTIN De La BLAME  
Major General, USA  
Commanding

Enclosures  
(Not provided)

DISTRIBUTION:  
All newly assigned personnel

**Organization of the 66th Infantry Division (M) Inspector General Office**

**66<sup>th</sup> Infantry Division (M) Inspector General's Office**



<u>NAME</u>	<u>BRANCH / MOS</u>	<u>POSITION</u>	<u>PREVIOUS ASSIGNMENT</u>
LTC Rightway	Infantry	MTOE	Battalion Commander
MAJ Britton	Artillery	TDA	Battalion XO / S-3
MAJ List	Armor	MTOE	Battalion XO
CPT Numero	Aviation	TDA	Company Commander
MSG Competent	AG (75H)	TDA	Brigade PSNCO
MSG Shoulder	Infantry (11B)	MTOE	1SG
MSG Smith	QM (92Y)	TDA	Battalion S-4 NCOIC
SFC Bergerac	Ordnance (63B)	MTOE	Battalion Motor NCOIC
SFC Damen	AG (71L)	TDA	Battalion PSNCO
SFC Herren	Infantry (11B)	TDA	Drill Instructor
Ms LaRue	Administrative	TDA	Executive Secretary