

U.S. ARMY SUSTAINMENT COMMAND

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FY 2007 Executive Summary

The US Army Sustainment Command began FY2007 at what was first thought to be a culmination of change due to Army Logistics Transformation; however, the command continued to transform and evolve throughout the year. On 1 October, 2006 The US Army Sustainment Command (ASC) activated and the US Army Field Support Command was inactivated. More than a name change, the unit headquartered at Rock Island, Illinois transformed and gained missions to become the CONUS Theater Support Command while also maintaining globally deployed Army Field Support Brigades. The Distribution Management Center officially activated to provide materiel and distribution management to all CONUS forces as well as back up support to deployed forces. The ASC saw growth in over 200 military spaces which significantly changed the face of the workforce at Rock Island from 95% Army Civilians to only 65% Army Civilians.

Structure Changes

Less than two weeks into the Fiscal year the 401st Army Field Support Brigade and the 402nd Army Field Support Brigade (AFSB) activated as MTOE units with the inactivation of the TDA Army Field Support Brigade –Southwest Asia and the Army Field Support Brigade Iraq. These activations continued to change the face of Army Materiel Command's forward presence with the first MTOE brigades in AMC. Not only did the brigade headquarters become fully deployable, but their readiness status was reported to Department of the Army level along with all other MTOE combat units. These changes followed the activation of the first MTOE battalions, the 900th and 901st Contingency Contracting Battalions in July 2006, and preceded the activation of the 408th, 409th, and 410th Contracting Support Brigades and the 902nd Contingency Contracting Battalion on 16 September 2007. At the end of the fiscal year the ASC commanded five MTOE brigades, three MTOE battalions, and a plethora of MTOE contracting teams, as well as five TDA Army Field Support Brigades and one additional Contracting Support Brigade that was standing up. In July permanent orders were published directing the 16 October 2007 activation of the MTOE 406th and 407th Army Field Support Brigades and the 411th Contracting Support Brigades. In anticipation of shifting missions from AMC CONUS to the 406th and 407th, AMC CONUS was disestablished and ASC Forward was established. In addition the Field Logistics Readiness Directorate was transferred from FORSCOM to ASC. In sum, the long transformation of the command at Rock Island from a predominantly industrial command supplemented with the Army Prepositioned Stock mission, to a fully deployable command directing MTOE units in direct support of global contingencies was nearly complete with orders published and timelines established even if the final changes would not take place until FY2009. One of the less operational tasks involved in establishing the new MTOE brigades and battalions was creating heraldic devices. Each MTOE brigade is authorized a shoulder sleeve insignia and a distinguished unit insignia (DUI) as well as brigade colors. The battalions are authorized a distinguished unit insignia and battalion colors. From October 2006 through September 2007 eleven brigade patches and fourteen DUIs were designed. These heraldic devices are shown below along with designations of if they were final or in draft at the end of FY 2007.

AFSBs

401st



First to Make a Difference

402nd



Readiness Power
Forward

406th



Steadfast Support

407th



Suscipio Militis
(Support the Soldier)



CSB

408th



Conferre ab Confirmatus
(Focused and Determined)

409th



Semper Protinus
(Always Forward)

410th



AMERICAS VIGILANT
RESPONSE

411th



EVER VIGILANT
ALWAYS READY



Contracting Support Battalions

900th



Contingency Hawks

901st



Without Hesitation
or Fear

902nd



From West to East



ASC Brigade Patches (Draft)



403rd AFSB



404th AFSB



405th AFSB

In addition to the organizational changes, a focus on documenting and replicating the multitude of new units, missions, budgets, and personnel strengths (military, DA Civilian, and contractor) was instituted with the 27 July 2007 arrival of MG Robert M. Radin as the new ASC commander. During MG Johnson's command tour he focused on filling gaps, meeting new mission requirements, and adapting the command almost on the fly to meet changes. Unfortunately, while that method did support the Army and ARFORGEN in the short term, it did not set the groundwork for long term stability within the command, formalization of doctrine, funding streams, or most efficient use of resources. MG Radin spent the last quarter of FY2007 laying the foundation for resource, structure, and doctrinal changes to be implemented in FY2008.

One important symbol on ongoing structural change was the addition of new Senior Executive Service positions to the command. Mr C. Redding Hobby was sworn in as the SES responsible for Field Support Operations in March 2007. Mr. Lee Thompson joined the command in May 2007 as the SES responsible for the LOGCAP Program. Mrs. Kathryn T.H. Szymanski also joined the ASC last year as Chief Counsel. She arrived 23 April 07 to fill the space vacated with the retirement of Mr Tony Sconyers in January.

Mission Support

The organizational and process changes noted above were simply ways to transform the command and better support an Army at war. The ASC continued to support the war effort globally, with a focus on SWA, while also supporting Army processes to RESET forces returning from the fight and as they prepared to deploy into SWA. ASC units and LOGCAP programs in SWA sustained the engaged force while all other ASC units became even more deeply involved in taking property accountability, inspecting, determining best repair methods, providing training equipment, tracking parts, and sustaining readiness. Below are highlights of the some of these major mission areas.

In SWA the ASC managed the establishment, growth and success of a massive effort to further improve armor protection on HMMWVs. From a cold start sites were established, supply chains created, and contractors brought on board to add armor and gunner protective kits to HMMWVs in Iraq and Afghanistan. This program, begun in November 2006, installed over 14,000 Objective Frag Kit 5 and 10,000 Gunner Protective Kits over the course of the FY at over a dozen sites. SWA units also continued to improve Route Clearance Vehicle readiness, and protect fuel tankers. The spray on army program in the 402nd area completed its 1,000th tanker in FY 2007. Armor upgrades for SWA were also executed in CONUS to prepare vehicles and units deploying as part of the surge. Armor was added at Ft Stewart, Georgia, Ft Lewis, Washington, and New Boston, Texas. Operations began less than two weeks after notification using Field Logistics Readiness Center contracts. Over 300 vehicles were armored to include FMTVs, HEMTTs, HETs and PLS. As the FY wrapped up ASC began to manage processing and fielding of Mine Resistant Ambush Protected vehicles. This fielding was rapidly accelerated due to demands for better protection for Soldiers from roadside bombs. Because of the acceleration many parts, manuals, and procedures were not in place as the FY ended. While fielding and sustaining the MRAP, the 401st also had to work through parts shortages and the development of test & diagnostic and maintenance procedures.

In the 401st area improvements continued to be made in the size, location, and fill of Army Prepositioned Stocks. The 401st issued APS sets from Kuwait and then began to rebuild. In Afghanistan the 401st established an APS set at Bagram and began to expand its footprint on the east side of the runway to create enduring APS facilities for maintenance and inside storage. As the War on Terror in Afghanistan regained more focus, the 401st also established tire rebuild facilities, howitzer maintenance, Theater Sustainment Stocks, and RTCH and forklift repair programs. In Iraq the 402nd AFSB managed the establishment and stand-up of the Taji National Depot as part of the process to create an Iraqi national maintenance capability.

The Logistics Civil Augmentation Program (LOGCAP) continued to support the GWOT, primarily in SWA but also through exercise support. The January 2007 “Surge” of forces required a parallel surge in LOGCAP support. Some installations in Iraq that were being closed were reopened. LOGCAP contractors suddenly had to reverse course and re-establish services as well as expand in other areas. In Afghanistan LOGCAP services were pushed to smaller and smaller installations as Forward Operating Bases were established in hot spots. In addition, with a peak of anti-coalition efforts in both countries, LOGCAP had to expand and improve detainee detention camps. At its height in FY2007, 59,895 LOGCAP contractors supported 75 base camps, 59 forward operating bases, 94 dining facilities, 30 force provider modules, one detainee camp, two Aerial Ports of Debarkation (APOD), one Sea Port of Debarkation (SPOD), four Chief of Mission operations, two Multinational Coalition Division sites, and 27 ice plants in Southwest Asia. In SWA LOGCAP was valued at over \$5 billion in FY2007. The LOGCAP IV Support Contract was awarded in February 2007 to SERCO, Inc of Virginia Beach, VA. This contract is intended to prepare plans and manage operations for the executing contractors. On 27 June 2007 the LOGCAP IV Operating Contract was awarded to three contractors- DynCorp International LLC, Fluor Intercontinental, Inc, and Kellogg, Brown and Root (KBR) Services. The contracts were suspended after seven protests were upheld by GAO.

The command continued to expand the Left Behind Equipment mission in FY2007. In addition to LBE being executed by all CONUS AFSBs, the 405th AFSB in Germany took over management of LBE from USAREUR with a proof of concept test using the 2/1 AD LBE. In CONUS the 406th AFSB established their LBE program in March 2007 and by the end of the FY was responsible for over 17,000 pieces of equipment valued at over \$98 million.

In Europe the 405th reduced its footprint in Kosovo with the closure of Eagle Base and Boynton Field and the transition of those facilities to the Bosnian government. The 405th also continued support of retrograde by moving over 4,000 pieces of rolling stock from Europe to CONUS as part of the Army drawdown in Germany. The brigade managed the agricultural cleaning and shipment of Class VII. Finally, the 405th took over the Logistics Contract Management Office (LOCMO) from HQ USAREUR in order to centralize management of all sustainment contracts under one office.

In addition to the contracting work done in direct support of LOGCAP, the ASC Acquisition Center continued to support the ASC mission in a variety of areas. The Acquisition Center awarded multiple contracts for maintenance support to ARFORGEN as well as sustainment maintenance in SWA. The Chemical Demilitarization Contracting Division achieved the landmark of having almost 50% of the chemical stockpile destroyed at the end of FY2007. The Aberdeen facility was completely demolished after finishing VX destruction, eliminating 1107 ton containers. The Center awarded over \$9.2 billion between almost 4,000 contracting actions. Excellence in the Acquisition Center was recognized when two employees were awarded the prestigious Frank S. Besson, Jr. Award for Contracting Excellence. Mr John Kaddatz and LTC Jay Carr were both honored.

The Distribution Management Center (DMC) reached nearly full mission capability over the course of FY2007. The DMC became a critical player in ARFORGEN and support to Active and Reserve Component forces alike. Property accountability and maintenance management

were two important functions. With the addition of the FLRC DMC was able to incorporate visibility of their missions into total Army materiel management. For example, DMC was able to direct disposition of over 2,000 pieces of Class VII to fills gaps after the FLRD recovered the items from Defense Reutilization and Marketing Office sites. The DMC also took over the customer assistance function for SARSS-2. Between LBE, RESET, Add-on-Armor, Pre-Deployment Training Equipment, and other missions, DMC had oversight of more than \$500 million in FY2007.

The Army Prepositioned Stocks (APS) program continued to support the current GWOT while preparing for future contingencies. The APS Strategy 2013 was published and provided for a Heavy Brigade Combat Team equipment set to be pre-positioned in APS-2. The plan was to locate the HBCT in Livorno, Italy. Over 1400 pieces of equipment were received in FY07. APS-3 became the focal point of a massive effort by DA to build an Infantry Brigade Combat Team (IBCT) at Fort Hood, TX and a Heavy Brigade Combat Team (HBCT) at Fort Riley, KS using equipment downloaded from four ships assigned to the Army Strategic Flotillas (ASF) I and IV. The expansive staging area at the Charleston Naval Weapons Station enabled a total of 423 tracked vehicles, 2075 wheeled vehicles, and 1389 trailers to be downloaded in just over 4 weeks from the USNS Watson, USNS Watkins, USNS Charlton, and USNS Dahl.

The ASC also continued support to the National Guard Bureau in FY2007. In FY2007 the NGB received direct funding to conduct Home Station Field RESET of redeploying ARNG units to reduce the workload on mobilization station Director of Logistics (DOL) maintenance operations. The ASC coordinated the transfer of over 500 assets to five states. The impacts of mobilization, harvesting of equipment for Theater Provided Equipment, and historical equipment shortages left the ARNG without critical assets needed to effectively posture the states in hurricane prone regions to provide rapid response capability in the event it was needed. ASC and NGB coordinated on the transfer of over 600 items including HMMWVs, generators, light sets, and trailers to five states from FORSCOM assets. The NGB Liaison Officer at ASC was critical in coordinating support and cooperation between ASC and the NGB.

Support Missions

The entire ASC staff continued to support the ASC field missions during the course of FY2007. One key example was the Public Affairs Office (PAO) that shaped the message to the public during what at times was a very difficult year for public perception of ASC missions. Over the course of FY2007 the PAO fielded 122 media queries of which more than 67% were related to LOGCAP. The PAO also prepared 46 separate news releases and media advisories during FY2007, to a total of 309 different media outlets and wrote 80 speeches. The PAO was also responsible for responding to Congressional Inquiries. In FY2007 they handled 68 Congressional inquiries of which 76% were related to LOGCAP. In addition to the PAO, the History Office also assisted in responding to the general public and other government entities. The History Office responded to forty-one historical inquiries and logged over 225 hours of effort. The vast majority of the inquiries were from government agencies such as the EPA, Defense Ammunition Center, Corps of Engineers, and the Army Environmental Law Center.

The staff also worked to improve efficiency in supporting and executing missions. The Lean Six Sigma Office was established and began to train Green and Black Belts and export LSS across the command. As the HQ implemented its LSS program, the subordinate units were often ahead of the headquarters. The 403rd implemented LSS principles and was able to improve to meeting 99% of annual maintenance production goals. The 407th AFSB used LSS principles to improve efficiency in managing C4RSI maintenance during the ARFORGEN process. The ASC G2 used LSS to study workload allocation and identify appropriate manpower levels to meet all missions. The ASC G8 also established a LSS team in order to determine ways to improve a wide variety of processes.

In the area of personnel management HQ ASC implemented the National Security Personnel System (NSPS). The G1 created a NSPS Team, developed training packages, trained leadership, and pushed the NSPS automated tool before converting 150 HQ ASC personnel from the General Schedule to NSPS. Only leadership and inherently governmental position were converted during the first phase due to grievances filed against the national level system by varying employee unions. As the FY ended the headquarters was completing a Mock Pay Pool to test the system and was preparing for a real evaluation and pay pool cycle to begin on 31 October.

The activities and accomplishments listed above are just a sample of the many ways the US Army Sustainment Command supported the Army at home and abroad during FY2007. The details are broken out by staff and subordinate command in the volumes of this FY 2007 Annual Command History. As the command grew into new missions and improved and documented older missions it also grew in maturity and self-confidence in its ability to meet the heavy demands placed upon it by the Army Materiel Command and the Department of the Army. In FY2007 the Army Sustainment Command transformed and continued the transformation process begun a decade ago when it first assumed the Army War Reserve mission. From sometime frenetic activity and “discovery learning” in 1997, to being “AMC’s 911 service” as General Kern called Army Field Support Command, to being a far flung, MTOE and TDA mixed, key and trusted player in Army logistics, the Army Sustainment Command in FY2007 continued to support the Army at war. At the same time ASC ensured that it was postured for the next phase of “discovery learning” as the Army continues to transform to defend the nation.