

## FY 2011 ASC Executive Summary

Throughout Fiscal Year 2011, the Army Sustainment Command (ASC) remained involved in providing National Level logistical support to units deployed overseas, as well as at home, while also continued to execute the distribution of materiel and provide a wide array of logistics capabilities to ensure Army units are prepared for any contingency. At the same time, ASC continued its rapid evolution as the essential operational element of the Army Logistics Transformation with the addition of the Lead Materiel Integrator function along with the assumption of operational control of the Directorates of Logistics at every post, camp, and station throughout the Army's presence around the world.

Army Sustainment Command serves as the Army Materiel Command's (AMC) operational arm to the Army and provides sustainment level logistics by synchronizing AMC's capability from the tactical, through the operational, to the strategic level. The chart below illustrates the main ASC mission sets and accomplishments in graphic format. These missions are explained in greater detail throughout this volume, but are the particular focus of the chapter relating to ASC's "Mission." Additionally, each of the Army Field Support Brigades (AFSB's) history reports describe in great detail their efforts to execute the wide ranging and important missions assigned by the Army to ASC.



# Army Sustainment Command

**Mission:** "Army Sustainment Command links national logistics capabilities, executes materiel distribution, and provides logistics solutions to enable unit readiness"

**Vision:** "The Soldier's Storefront for integrated logistics solutions"

Accomplished With:

- Over 73K Military, Civilian & Contractors
- \$8B Budget
- Approximately \$9B Value of Contracts
- Global Focus
  - 9 Countries
  - 28 States
- 1 Distribution Management Center (DMC)
- 7 Army Field Support Brigades (AFSBs)
- 22 Army Field Support Battalions (AFSBns)
- 77 Directorate of Logistics (DOL)

**ASC organizes, trains, and sustains a quality deployable force**



Contingency Operations: Afghanistan Sustainment & Iraq Drawdown

**ASC integrates materiel and services to the Soldier**



Materiel Management: Distribution & Readiness



Army Prepositioned Stocks (APS)



ARFORGEN



Lead Materiel Integrator



Directorate of Logistics



Logistics Civil Augmentation Program (LOGCAP)

UNCLASSIFIED ASC: "The Soldier's Storefront for integrated logistics solutions" 5

As FY11 came to a close, the conflict in Afghanistan became the longest war in U.S. history. Combat operations are scheduled to continue through 2014 with U.S. support to Afghanistan slated to go on well into the future. Throughout the United States decade long involvement in Afghanistan, the Army Sustainment Command has provided unparalleled logistics support in one of the most challenging operational environments in military history. The mere ability to sustain the robust United States military force in a landlocked country with few viable transportation routes speaks volumes to the logistics abilities of the Army Sustainment Command.

The Army Sustainment Command provided a wide array of support to U.S. operations in Afghanistan throughout FY11. Throughout much of FY10, ASC focused on surging troops and supplies into Afghanistan as part of President Obama's decision to escalate military and counterinsurgency operations. During FY11, ASC assisted with the completion of "the surge" of troops into Afghanistan, while also began planning for the withdrawal of thirty-three thousand troops by the summer of 2012. The 401<sup>st</sup> Army Field Support Brigade planned, resourced, and stood up Redistribution Property Assistance Teams (RPAT) to handle reset and retrograde of non-mission essential equipment and organizational property. Additionally, ASC support to Afghanistan included providing increased armor to coalition vehicles as well as training Afghan personnel to perform their own maintenance on Afghan National Army vehicles. All ASC Brigades and Staff remained focused on supporting the effort in Afghanistan and will undoubtedly continue to execute logistics and materiel missions well into the future.

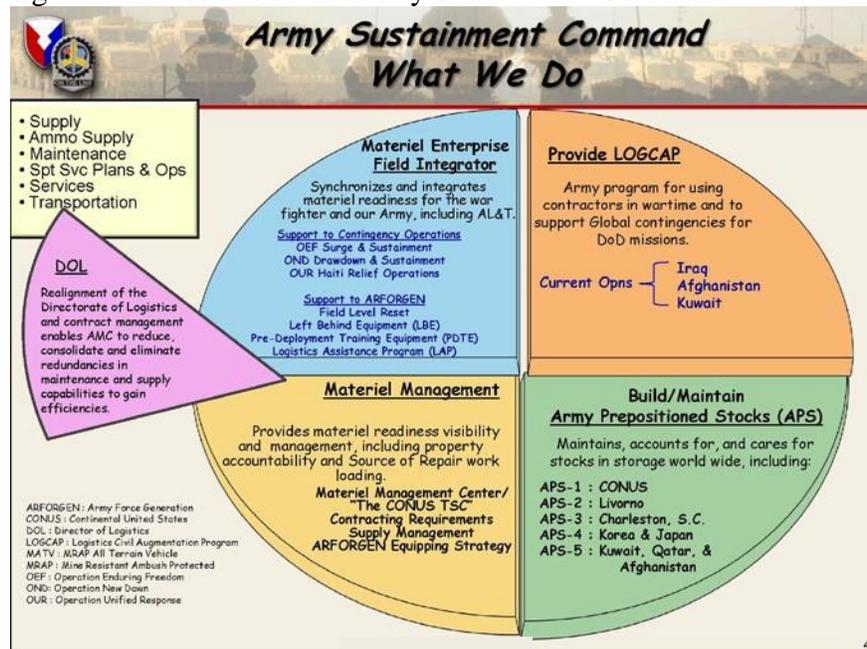
Logistics support to areas of conflict was not limited to Afghanistan during FY11. On September 1, 2010, the United States commenced Operation New Dawn in Iraq to support the Iraqi Government as well as signify the end of U.S. combat operations inside the country. Even with U.S. troops no longer performing operations within Iraq, ASC retained significant responsibilities related to closing the United States Equipment Transfer to Iraq (USETTI), Stored Theater Provide Equipment Iraq (STPE-I) and Joint Base Workshop (JBW) also known as Taji National Depot. All of these efforts required a great deal of planning and coordination not only with U.S. forces, but also with members of the Iraqi military. As ASC worked to close these programs, the Department of State requested logistics assistance to ensure the Embassy in Iraq could provide the necessary diplomatic support and services. The decision to maintain a sizeable humanitarian and diplomatic presence in Iraq following the completion of military operations and the end of the US military presence resulted in LOGCAP being called to support the non-traditional mission of sustaining Department of State efforts for at least two additional years. ASC leveraged the 402<sup>nd</sup> AFSB supply and maintenance contract to provide sustainment maintenance support for Department of State (DOS) and the Office of Security Operations-Iraq (OSC-I). ASC will continue to use its unique logistics expertise and experience to provide support as required to U.S. Departments and Agencies involved in the effort to begin a normalization of diplomatic relations between the United States and Iraq.

While the Army Sustainment Command worked tirelessly to confront and solve logistics challenges in conflict and humanitarian assistance environments, ASC also faced a wide array of challenges within the United States. With the end of the combat mission in Iraq and the decision to wind down the war in Afghanistan, the Army and the entire Department of Defense face a

Period of reduced resources, both in terms of budget and manpower. Such reductions are not unprecedented, as American military history is a case study in the ebbs and flows of military budgets-- with dramatic increases in resources during wartime followed by steep declines in the postwar periods. What is unique about the current moment in time is the fact that budget cuts are occurring while the Army is still engaged in combat operations in Afghanistan and other contingency areas. The challenge and concern faced by ASC, the Department of Defense, and the nation as a whole, is how to properly resource an organization to remain operationally effective in an era defined by uncertainty and persistent conflict.

The challenge posed by reduced resources is especially prevalent at ASC. Throughout the past decade, ASC and its predecessor commands continually took on new missions and assignments in order to ensure the Army possessed the logistics capabilities and resources to support two wars, among other smaller actions related to combat efforts. While ASC confronted the challenges of multiple new assignments and missions during the wartime environment, ASC's "Enduring Requirements" never fully changed to reflect the added missions. In essence, the urgency of war dictated that ASC accept new missions without the promise of receiving permanent resources in terms of budget and manpower to adequately fund the necessary programs considered essential to U.S. defense in both war and peacetime. Contingency funds appropriated by Congress throughout the past decade temporarily mitigated ASC's concerns about not receiving increased permanent funds and positions. However, with major U.S. combat operations drawing to a close and contingency resources declining, coupled with the U.S. economic downturn and problematic long term fiscal outlook, ASC now faces the unprecedented challenge of executing new missions vital to the Army's ability to provide logistics with fewer resources.

This challenge is illustrated by the chart below which demonstrates the wide ranging and significant missions of the Army Sustainment Command:



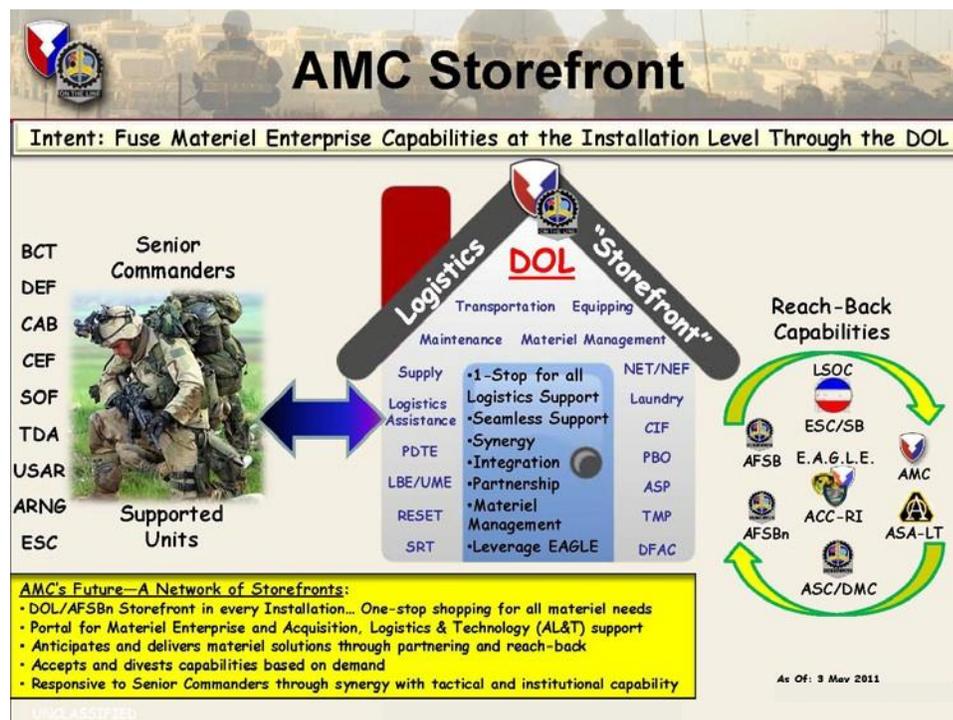
What is particularly striking from the above visual is not only the myriad operations conducted by ASC and the inherent complexity of the operations, but that the missions illustrated are of an enduring nature that will continue even after the termination of combat in Afghanistan. The enduring quality of ASC's missions also highlight the difficulty of executing these wide-ranging missions in light of personnel hiring restraints. ASC had over 860 over hires at the end of FY11, which demonstrates the personnel truly needed to properly execute ASC's missions, but also is indicative of the challenge ASC will have in the coming years as the Army looks to reduce over hire positions in order to meet personnel targets. Indeed, at the beginning of FY11, a temporary hiring freeze was implemented to assess the needs of ASC in light of the new mission requirements as well as taking into consideration the future budget constraints to be imposed by the Department of the Army. By November 2011 the temporary hiring freeze was lifted, although any new hires required the approval of the Deputy to the Commander. The restraints on hiring, combined with incentives to retire, complicate efforts by ASC to adequately perform all its current missions as well as anticipate future requirements.

One of the most significant new missions taken on by ASC is the concept of a "Lead Materiel Integrator." The Army Materiel Command developed a new materiel management approach designed to effectively and efficiently distribute and redistribute materiel to support the generation of trained and ready forces. The mission of LMI is to synchronize the distribution and redistribution of Army materiel in accordance with Department of Defense and Army directives, priorities and demand signals. This culture change and different way of doing business will foster open communication, improve collaboration and eliminate redundancies in materiel management. The critical feature of this new materiel management approach is the designation of AMC as the Army's Lead Materiel Integrator (LMI) which integrates all materiel stakeholders to source dynamic Army materiel demand signals to ensure the right equipment in the right quantity reaches Soldiers. The LMI approach heralds a new way of optimizing supply against demand by designating a single integrator to ensure Soldiers have the right equipment at the right time to accomplish their missions. ASC's mission with LMI can best be thought of by using the analogy of a rental car company. In this environment of reduced resources, no single Army unit possesses all the equipment or materiel needed to complete an assigned mission. Instead, a national "pool" or "fleet" of equipment exists, for which, ASC serves as the executive agent to organize and disburse the equipment to tactical units as required to meet national priorities. In this sense, ASC operates like a rental car company with customers (Army units) requesting to use equipment and materiel for either exercises or combat for a specified period of time. ASC coordinates the movement of materiel, equipment, and logistics capabilities to the unit, while constantly ensuring the Army possesses a pool of equipment available to meet future combat missions and exercises. LMI represents a powerful new approach of implementing the Army's equipping priorities, policies and programs to meet demands of the 21st century Army.

Additionally, ASC also gained operational control of the Directorate of Logistics and continued the unprecedented effort of synchronizing these DOL's to the priorities of AMC as part of a larger realignment within the Department of the Army. The Department of the Army is transforming into four enterprises – human capital, readiness, materiel, and infrastructure. The purpose of this transformation is to align Army missions with the Commands who possess the core competencies to standardize quality and efficiency across the enterprise. Under this Army Enterprise concept, the Army Materiel Command (AMC) is realigning materiel and support

services in the Directorates of Logistics (DOLs) from IMCOM (Infrastructure Enterprise) into AMC (Materiel Enterprise). The DOL transfer adds a significant new and enduring mission to ASC—one that ASC has worked tirelessly on even during this time of active combat operations and fiscal constraints. This new mission brings over 70 installations and 8,000 employees under the auspice of ASC, yet only adds approximately forty new management positions to oversee this tremendous expansion of ASC’s responsibilities. Such an assignment in this period of conflict and fiscal uncertainty will undoubtedly tax and try ASC as an organization, especially in FY12 when ASC assumes Full Operational Control of the DOL’s.

Army Sustainment Command (ASC) serves as AMC’s operational arm to the Army and provides sustainment level logistics by synchronizing AMC’s capability from the tactical, through the operational, to the strategic level. Realigning the 74 CONUS/OCONUS DOLs and contract management enables AMC to reduce, consolidate, and eliminate redundancies in maintenance and support services contracts to gain efficiencies in the Materiel Enterprise. DOL Enterprise Transformation aligns logistical support within Army Materiel Command’s core competencies to standardize performance, improve quality, and reduce redundancies within the Materiel Enterprise. This transformation, when fully implemented, will enable AMC to develop the flexibility needed to support surge requirements, manage the workload across all maintenance and supply activities, create efficiencies by centralizing oversight, and ensure quality standards and best practices throughout the Materiel Enterprise now and in the future.



In conjunction with ASC’s operational control over the DOL’s, ASC has also taken the lead role in implementing the Enhanced Army Global Logistics Enterprise (EAGLE) Program.

The Army Sustainment Command, ASC, will control and manage the EAGLE program, while the Army Contracting Command will execute task order competitions within the contract. The primary purpose behind EAGLE is to create efficiencies by implementing standards across materiel enterprise and services-related functional areas while eliminating redundant contracts and oversight requirements. EAGLE will eventually replace multiple stand-alone contracts being executed today and satisfy requirements by standardizing contract structures, performance work statements and quality assurance surveillance plans. The EAGLE program has an estimated dollar value of over thirty billion dollars over the course of five years and will potentially increase Small Business contract opportunities by 160%. It will be a globally tailored program that provides for logistical support to prepare forces for deployment, sustainment and redeployment.

Even with all of these complex and important missions, ASC remains committed to serving as a strong member of the many communities in which it has locations. ASC employees and soldiers performed many activities throughout FY11 ranging from volunteer efforts to coordinating a community-wide “Armed Forces Day” celebration at the Rock Island Arsenal. These community efforts and outreach programs epitomize ASC’s dedication to promoting greater understanding of its essential mission as part of the nation’s defense establishment. As FY11 came to a close, ASC continued to support the Army as well as evolved to create and execute the next generation of logistics and materiel support. While challenges persist, ASC continues to remain “On the Line.”

