

FY 2008 Executive Summary

The US Army Sustainment Command (ASC) continued to support an Army at war during FY2008 and again expanded its mission set and critical ongoing contributions to the ARFORGEN process and Army readiness. Change has been constant over the past decade and the ASC has been a critical player in changing how the Army manages and executes operational level logistics. Compare how the Army supported contingency operations and resetting the force before 2004 and now. ASC has been at the front in transforming those systems and adapting to near permanent wartime posture as units prepare to deploy, deploy to the fight, redeploy, and recover. The ASC's Army Field Support Brigades are with units at home station, as well as in Iraq, Afghanistan, Kuwait, and anywhere else a unit deploys. In addition the ASC Distribution Management Center provides material management and transportation management to all units, while the ASC property book teams ease property accountability at home station and deployed. The ASC Logistics Assistance Program provides leadership and management of Logistics Assistance Representatives from the AMC commodity commands at home and deployed to assist Soldiers in troubleshooting equipment issues and expediting parts. Finally, staff sections in the Field Support Directorate manage Left behind Equipment pools, conducts maintenance on LBE equipment, and manage the Pre-Deployment Training Equipment sets. These multiple missions combine to provide full service support to units throughout the ARFORGEN cycle and at war.

While conducting these many missions as part of day-to-day operations, the ASC spent a large amount of time in FY2008 codifying its programs, establishing sustained resource streams, and creating permanent documentation at Army level. This work is critical to the long term health of the command and sustaining these mission sets. Many of the ASC missions were assumed by the ASC during the "wild West" days of the Global War on Terror. As the war in Iraq continued well past anticipated end dates, fissures began to appear in sustainment operations at home and in deployed areas. These included maintenance, fielding new equipment, and property accountability at home and deployed, preparing units to deploy into the fight. The ASC often assumed missions because command leadership saw a void and determined to fill the void to ensure that Soldiers and units had everything they needed to complete their missions. On several occasions the ASC assumed missions first and then asked for resources to pay for the support provided. In other areas DA or AMC assigned missions to ASC and directed the command to forecast how to fund the mission in future years. Over time, many of the ASC missions were funded completely with GWOT supplemental funding and missions were being executed by contract and managed by over-hires. Almost none of the ASC missions were identified in the POM cycle. During the course of FY2008 ASC, led by MG Radin, worked to gain DA level approval of organization changes and mission costs into the POM cycle. While not completely successful in FY2008, the ASC ended the year more organized, with better resource processes, better organizational constructs, and better recognition at DA level for personnel fills. The ASC executed all of these improvements without missing a beat in supporting our Army at war.

In October 2007 ASC saw the activation of the 406th and 407th Army Field Support Brigades. These two brigade are MTOE units and join the 401st in Qatar, Kuwait and Afghanistan and the 402d in Iraq as MTOE units providing support to the Army as subordinates of ASC. The 406th

AFSB was previously called the Army Field Support Brigade CONUS east while the 407th was AFSB CONUS West. The old units were TDA and technically non-deployable. Creation of MTOE units provides deployment equipment, but also requires Unit Status Report submissions which allows DA level awareness of unit readiness. While officially there is no connection between the old TDA and new MTOE units, the 406th and 407th informally maintain their short but proud, history of support to the Army and link their memory to the old TDA units. The last three AFSBs, the 403d in Korea, 404th in Ft Lewis and 405th in Germany will activate in FY2009.

While not approved in FY2008, ASC also spent time creating a concept plan for the creation of ten new Army Field Support Battalions (AFSBn). Logistics Support Elements are present at every major post in the Army. The LSE's are designed to provide AMC logistic support to units, to include deploying with tactical units to provide support in contingency operations. The LSEs have small staffs, and the entire staff deploys with the supported tactical unit. While this concept worked in the past under the Logistics Assistance Office concept, much has changed and the LSEs are active in all aspects of the ARFORGEN process. ASC became increasingly aware that when the LSE deployed, there was no one left at a post to manage the rest of the ARFORGEN and RESET missions to include Left behind Equipment or the preparation of other units to deploy. The AFSBn concept will provide battalion staff that will not deploy but will "stay home" to continue support to all other units on post. The AFSBn concept will add a handful of DA Civilian employees to keep operations running. In addition, if DA approved the concept plan, the battalion commanders will be centrally selected, ensuring a high quality officers will be assigned as commander. At the end of FY2008 the concept plan was still at DA.

Other organizational changes over the past year were the result of national level concern over the management and professional leadership of Army contracting operations. As a result of the Gansler Commission Report on contracting, the Secretary of the Army directed on 30 January 2008 the establishment of the Army Contracting Command as a major subordinate command of AMC. The AMC and ASC staffs worked rapidly to develop concept plans and begin the process of shifting resources to establish the Army Contracting Command. The ACC stood up provisionally in February 2008 with two subordinate commands, the Expeditionary Contracting Command and the Mission and Installation Contracting Command. The ACC became permanent on 1 October 2008, but the shift of command and control of the Contracting Support Brigades and LOGCAP happened during the late spring and summer. In addition, the ASC Contracting Directorate was also transferred to the ACC and became the Rock Island Contracting Center. Command and Control of these different contracting elements occurred as the ACC and its subordinate units were able to establish enough infrastructure to effectively lead the units and manage operations. ASC, ACC, and ECC staffs worked extremely closely to ensure a transition that was transparent to the field Army.

One issue of contention during the establishment of the ACC was the proper placement of the Logistics Civil Augmentation Program (LOGCAP). Because the LOGCAP program is valued at over \$6 Billion annually, it generates a significant amount of Congressional and public interest. Wartime contracting received special, and, in some cases, extremely negative coverage in the Gansler Commission Report. In addition, the program generates a large number of Congressional Inquiries. Some people see LOGCAP as a contract, when it is in actuality a

“Program” that provides a variety of construction, maintenance, and life support services to units in contingency operations. The Executive Director, Mr. Lee Thompson does not award contracts. He ensures that customer units, assisted by employees of the LOGCAP Executive Operations Directorate and LOGCAP Support Unit, develop proper and complete statements of work that contracting officers can award under the LOGCAP contract. The LOGCAP Executive Directorate then ensures that the LOGCAP contractor properly executes the task orders, provides documentation to support charges. The LOGCAP Executive Directorate also manages the award fee process. Despite the fact that LOGCAP is a program, LOGCAP was transferred to the ACC along with the contracting centers. While the formal activation of the ACC and transfer of units did not occur until 1 October 2008, most of FY2008 was spent in planning and executing the change. The status of LOGCAP remains the last piece of the creation of ACC. At the end of the FY many different elements continued to debate the future placement of that command and some expected the transfer to ACC would be temporary.

Another organizational change was the establishment of the Command Assessment and Continuous Improvement Office (CACIO) in December 2007. Prior to December the ASC had a Lean Six Sigma Office with an Organizational Inspection Program under the G4 and the ASC Logistics Support and Evaluation Team (ALSET) in Field Support. With the establishment of the CACIO the OIP and ALSET were moved to create one office to assess, inspect, and develop more effective and efficient processes to execute the command missions. The CACIO has developed significantly during the FY08. From a change in name from the Lean Six Sigma (LSS) office to the Command Assessment and Continuous Improvement Office (CACIO). The CACIO continued to develop the LSS training program while creating new processes for the OIP. Reports from OIP and the ALSET provided insight into potential areas for improvement. One charge to the CACIO was to identify areas for improvement and then create a system to replicate success and share that knowledge across the command. OIP and ALOSET reports noticed all too often that subordinate units had similar issues, but were not aware that a sister unit had already solved problems or had made process improvements. In order to publicize success, the CACIO established the ASC Enterprise Board (E-Board) concept. The E-Board displays information such as findings, observations, opportunities for improvement, significant improvement events, replication opportunities, and the ASC Lean Six Sigma (LSS) trained workforce. For FY2009 CACIO intends to better automate the E-Board and then share the data on the ASC web pages. Further automation will ensure that units across ASC can share knowledge and replicate process improvements.

Less related to the wartime missions of the command, during FY2008 MG Radin launched a concentrated effort to increase engagement with the local community. MG Radin formalized his “Monthly Luncheons” at Quarters 1 and, later, Quarters 6, and invited a broad array of local community leaders to have lunch and discuss issues. These lunches included Quad Cities area mayors, leadership from local institutions of higher education, business leaders and others. With lunch made by SGY Alicia Hight, one of the best cooks in the Army, invitation to the monthly luncheon became a hot ticket. In addition to the luncheons, MG Radin directed the History Office to prepare a history of Quarters 1 and also directed the History Office and Rock Island Garrison to work together to offer tours of Quarters 1 to the public. These efforts were in anticipation of Quarters 1 being taken off the DA Housing Inventory due to ongoing inability to fund all required maintenance. A Quarters 1 history was written and published by the History

Office. Copies of the electronic file were given to the RIA Museum so the Rock Island Arsenal History Society could print copies for sale in the museum. In April a series of weekend tours, open to the general public, began. The free tours were “sold out” within days of announcements being published in the local papers. In order to create more space for the general public, the ASC History Office began to provide duty hour tours of Quarters 1 to DA Civilians, military, and contractors working on the island. Civilians and military received training credit for attending the tours. By the end of FY2008 Over 5,200 people had been provided tours of Quarters 1. The tours opened up a very popular exchange with the local communities and allowed thousands access and understanding of the Arsenal’s history and place in the Quad Cities.

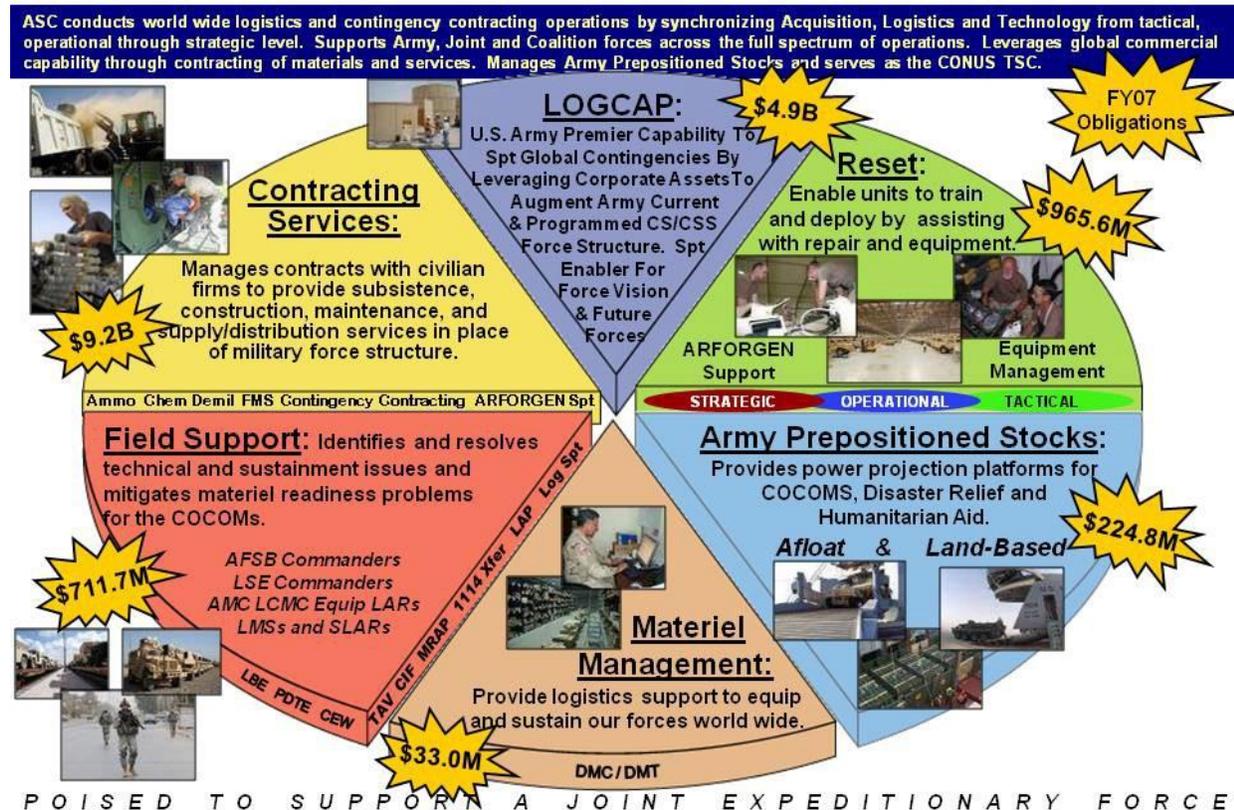
The items mentioned above, while placed first, are not intended to divert attention from the fact that ASC continued to support the war effort, reset of units, and the ARFORGEN cycle. Over the past year, in addition to missions executed previously, ASC added the Pre-Deployment Training Equipment mission. PDTE provides a pool of equipment that units can borrow to conduct pre-deployment training while their equipment is being maintained or shipped to the war zones. Based on direction from DA and FORSCOM, ASC manages the sustainment of these items of equipment and then ships equipment to wherever need by units. PDTE ensures that units do not waste precious time available for training because equipment is not available.

In SWA ASC began to other missions involving armored equipment. In Taji, ASC began to manage a program to transfer some 8,000 M1114 HMMWV’s to the government of Iraq. This program involved establishing a maintenance facility in Taji, Iraq, bringing in contractors, and then assuring quality control as the HMMWVs were transferred. The maintenance program included the replacement of dozens of worn out items to include axles, bearings, brakes, and other systemically worn out components. The program has rapidly begun to ensure that the Iraqi Army and police forces had the best equipment possible as they prepared to assume missions for the US and allied forces. Later in the FY ASC began the process of fielding the Mine Resistant Ambush Protected (MRAP) vehicles. These new V-hulled vehicles were designed to protect Soldiers from IED blasts, especially mines triggered to explode under the vehicle. Due to Congressional and Army-leadership concerns over escalating mine casualties, the program was fast tracked before the MRAP was even type-classified. ASC units in theater rapidly established fielding facilities. The APS unit in Charleston SC used their facilities and expertise to build gunners cupolas that were later mated to MRAP bodies. ASC managers worked with Navy units in Charleston responsible for preparing the vehicles for shipment. Eventually ASC managed the air and ship flow into theater, final prep of vehicles in Kuwait and Iran, and prepared for fielding in Afghanistan. Of significant concern was the award of a contract and then tracking the deployment of contractors to Iraq and then management of repair parts, special tools, and manuals. By the end of the FY the program was established and growing, providing the latest generation technology to protect our Soldiers in combat.

Throughout FY2008 ASC continued to support the Army in her various missions as noted in the chart below. Through the varied missions RESET, Army Prepositioned Stocks, Materiel Management, Field Support, Contracting Services, and LOGCAP, the Army Sustainment Command continued to provide operational and national level logistics support to our Army at War. Globally stationed and, globally deployed, at home station and abroad, the Army Sustainment Command continued its evolution in FY2008. From the original mission of APS, to

the newest missions of MRAP fielding and M1114 repair/transfer, and including the many “new” missions assumed since 2003 the Army Sustainment Command remained “On The Line” to ensure the Army could continue to execute her wartime and training missions. The following chapters, spread across four volumes, details the staff and subordinate brigade’s growth, progress, and mission accomplishments in FY2008.

Army Sustainment Command (ASC)



This Page Intentionally Left Blank

