EXECUTIVE SUMMARY

In October 2006, in accordance with Army Campaign Plan Decision Point 54, the Army Sustainment Command activated with the mission to act as the single Army Logistics Integrator with joint and strategic partners; end-to-end distribution coordinator from the national sustainment base to deployed Theater Support Commands (TSC); primary headquarters assisting FORSCOM with ARFORGEN and rapid projection of trained and ready forces from the CONUS base to the Regional Combatant Commander, as well as, the Reset of forces upon return to home station; and headquarters providing backup support to CONUS agencies for homeland defense and military assistance to civilian authorities. As part of this mission ASC was responsible for the Logistics Civil Augmentation Program (LOGCAP), Army Prepositioned Stocks (APS), and the Army’s Logistics Assistance Program. While called at times the CONUS TSC, the ASC was already committed globally before its shift from provisional to permanent status in October 2006. Since then the ASC has become the Army’s logistics provider above the brigade level continuously sustaining the effort in SWA while setting and resetting the force around the globe.

The US Army Sustainment Command in FY2012 continued sustained meritorious performance of difficult and challenging missions in support of the wars in SWA, in support of RESET and ARFORGEN support in CONUS, Europe, the Pacific, and Korea, and in assuming new missions that made the command the linchpin for sustainment support across the Army. During FY2012 the US Army Sustainment Command consisted of the Headquarters, the 401st through 407th Army Field Support Brigades, the Distribution Management Center and 20 Army Field Support Battalions. HQ ASC controlled the Logistics Civil Augmentation Program (LOGCAP), the Logistics Assistance Program (LAP), Army Prepositioned Stocks (APS), the Army’s Directorates of Logistics (DOLs), and acted as the executive agent for Lead Materiel Integration (LMI).

The chart below shows the evolution of ASC, and her predecessor commands, since the late 1990’s. As can be seen, ASC saw a steady increase in mission, responsibility, and units as she supported the nation at war.
During FY2012 the trend of increasing missions continued. In FY2012 ASC assumed the mission of executive agent for the Army’s Lead Materiel Integrator (LMI). In addition to performing its on-going materiel management mission, the HQ, ASC Distribution Management Center (DMC) assumed this mission from DA G8. After a multi-year preparatory effort ASC implemented a new materiel management approach designed to effectively and efficiently distribute and redistribute materiel to support the generation of trained and ready forces. This culture change and different way of doing business fosters open communication, improves collaboration and eliminates redundancies in materiel management. The critical feature of this new materiel management approach is HQ ASC taking the lead in developing, coordinating, and synchronizing the distribution plans (sourcing) for all DA G-8 allocated LINs in support of unit equipping activities. The LMI program will enhance Army readiness by ensuring that the right units had the right equipment at the right time to conduct training and contingency operations. During the year ASC continued to work with LOGSA to improve the decision support tool developed by LOGSA. The process has increase the readiness posture of the Army while reducing significantly the manpower required to manage the process and the costs of transportation.

At the same time ASC added the final touches to the transfer of the Army’s Directorates of Logistics (DOL) from IMCOM. Several years of planning and preparation will come to fruition on the first day of FY2013.

Besides those new missions the ASC continued to execute Army Prepositioned Stocks (APS), Field Maintenance, Logistics Civil Augmentation Program (LOGCAP), the Logistics Assistance Program (LAP), and, other general support to contingency operation.
The slides below reflect the ASC mission at the beginning and end of FY2012 as seen in command briefings. The details are covered in the mission sections of the annual history.

**Beginning of the FY:**

The slides below summarize the command’s key mission areas and focus areas for the FY at the start of FY2012. The Directorates of Logistics are mentioned because ASC was already work loading them in FY2012 even though they did not transfer to ASC until 1 October 2012.
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
- $6B Budget
- Approximately $9B Value of Contracts
- Global Focus
  - 9 Countries
  - 26 States
- 1 Distribution Management Center (DMC)
- 7 Army Field Support Brigades (AFSBs)
- 22 Army Field Support Battalions (AFSBs)
- 77 Directorate of Logistics (DOL)

ASC organizes, trains, and sustains a quality deployable force

ASC Integrates materiel and services to the Soldier

Material Management, Distribution & Readiness
Army Prepositioned Stocks (APS)
Army Prepositioned Equipment, Readiness, and Organization (ARFORGEN)
Logistics Civil Augmentation Program (LOGCAP)

End State

U.S. 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."

Lines of Operation

Supporting Tasks

Provide LOGCAP
- Train and Exercise
- Execute Program Management
- Provide Quality Assurance
- Transform to End State

Care of Soldiers, Civilians & Families
- Implement Resiliency Program
- Execute Force Protection
- Execute Army Family Covenant
- Implement Training for IA, Civilian and Military
- Recognize Service

Execute Strategic Communication
- Develop/Update ASC Web Site & Video
- Congressional STRATCOM
- Develop Themes & Messages
- Contact Community & Business Engagements
- Publish Articles

Serve as Materiel Enterprise Field Integrator
- Support Operations
- Support ARFORGEN
- Execute LMI
- Leverage APS

Transform ASC
- Establish AMC "Storefront"
- Realign DOLs
- Implement Material Management Functions
- Acquisition Strategy: EAGLE
- Plan Future Force Structure

Postured to Support the Materiel Enterprise
- Army Material Readiness
- Awareness
- Balanced and Resilient Workforce
- Quality Services to Standard
Our Intent for Contingency Operations to Southwest Asia

- AMC’s Face to the Field through 401st/402nd Army Field Support Brigades (AFSBs)
- Execution of Field Level maintenance
- Accountability of sets of equipment to deploying units-TPE.
- Accountability of equipment moving through theater or to CONUS depots.

ASC Support to Contingency Operations

401st AFSB - Afghanistan
- Support Surge
- 1 Army Field Support Brigade
- 2 Army Field Support Battalions
- 7 Logistic Task Forces
- 29 Maintenance Support Teams
- Operate 10 Retrograde Property Accountability Teams
- Execute LOGCAP
- Sustain, Account for and Issue all Theater Provided Equipment (TPE) and Theater Sustainment Stocks (TSS)
- Build and Sustain Army Prepositioned Equipment
- Retrograde Battle Losses and Repair Battle Damaged Equipment
- Repairing M1114 for Foreign Military Sales (FMS)
- Provides Sustainment Training to Afghan National Army
- Support of Coalition Forces
- Synchronizes Acquisition, Logistics and Technology (fielding equipment to units)

402nd AFSB - Iraq
- 1 Army Field Support Brigade
- 4 Army Field Support Battalions
- 2 In Belad, IZ
- 1 In Kuwait
- 1 In Qatar
- 20 Retrograde Property Accountability Teams (RPAT)
- 8 Fixed
- 12 Mobile
- Executes LOGCAP
- Dept of State (DOS) Planning/Support - Post Dec 2011
- Establishing retrograde RPAT in Kuwait
- U.S. Forces-Iraq Drawdown Planning and Execution
- Sustain, Account and Issue Theater Provided Equipment (TPE), Theater Sustainment Stocks (TSS) and Stored TPE Set Iraq (STPE-I)
- Build and Sustain Army Prepositioned Equipment
- Retrograde Battle Losses: Repair Battle Damage Equipment
- Repair and Issue US equipment for transfer to Iraq
- Supporting Iraqi Sustainment Training Program
- Synchronizes Acquisition, Logistics & Technology
Logistics Civil Augmentation Program (LOGCAP)

The Logistics Civil Augmentation Program is a U.S. Army program to plan for and execute contracted support services for deployed forces performing DoD-Directed or DoD-Supported missions during global contingency operations.

LOGCAP FACTS (LC III & IV Totals)
- 1.2B meals prepared
- 96M bags of laundry cleaned
- 261M patrons visited MWR facilities
- 471.7M lbs of mail handled
- 29.5B gallons of water produced
- 268.5M tons of ice produced @ 6 ice plants
- 9.4B gallons of fuel delivered (bulk/retail)
- 12.5M MHE (crane/RTCH/forklift) missions
- 179.6M miles driven in support of forces

Supporting
- 20 DFACs LC III
- 90 DFACs LC IV
- 18 Camps Iraq
- 131 FOBs total in Afghanistan
- 8 Camps Kuwait
- 5 Sites Bahrain
- 1 Site Oman
- 1 US Embassy Iraq

63K+ contractor provide LOGCAP support in 5 countries (Afghanistan/Iraq/Kuwait/Bahrain/Oman)

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

Logistic III vs. IV

Performance Contract

LOGCAP III
- Contract Type - Multiple to accommodate widely varying conditions (urgency, complexity and risk) - FFP, CPAF, CPFF
- Contract Structure - IDIQ, single contractor
- Competition - Full and Open
- Ceiling - 2 MRCs, 1 Minor Contingency per year
- Period of Performance - 1yr base, 9 one yr options
- Award Fee - KBR Proposed
  - Base Fee: 1%
  - Award Fee: 2%
- Source Selection - Best Value
- Task Orders - 1 Source

LOGCAP IV
- Contract Type - Multiple to accommodate widely varying conditions (urgency, complexity and risk) - FFP, FPI, CPAF, CPFF, CPIF, Cost Only, and T&M
- Contract Structure - IDIQ, multiple awards
- Competition - Full and Open
- Ceiling - $5B per year per contract
- Period of Performance - 1yr base, 9 one yr options
- Award Fee - Combined NTE 10%
  - Base Fee: 0 to 3%
  - Award Fee: 0 to 10%
- Source Selection - Best Value
- Task Orders - Compete among 3 contractors: KBR/DynCorp/Fluor

| = Changes |

UNCLASSIFIED

ASC: "The Soldier's Storefront for integrated logistics solutions"
Lead Materiel Integrator (LMI)

What: A single headquarters to synchronize and integrate materiel distribution and redistribution in an effective and efficient manner

Why: Improve Army readiness; Optimize Army equipment

How: Establish Logistics Information Warehouse as the Army’s single authoritative materiel data repository

Who: AMC designated the Army’s LMI; ASC designated as the LMI Executing Agent

End State: Meet Army Aim Points and readiness goals

Key Dates:
- 16-20 May 11: Pilot Exercise #2 and 4-Star GOSC
- 30 Jun 11: Transition Plan Provided to Sec Army
- NLT 15 Feb 12: Transition of Authority

Our Intent for Lead Materiel Integrator (LMI)

✓ The Army will have for the first time a:
  - Strategic view of supply
  - Strategic view of unit requirements
  - Predictive capability to synch repair (Readiness) with distribution (Supply)

✓ LMI is fundamentally different way of doing business ... that will lead us to ...
  ... one authority ...
  ... one source of repair ...
  ... one information system ...
  ... all working together to achieve complete transparency and visibility of every piece of equipment across the Army

✓ After TOA (15 Feb 2012) DASA-CE will conduct an independent auditable analysis to identify efficiencies and cost savings

  ... begins 6 months after TOA
  ... results released one year after TOA
End of the FY:

The slides below summarize the command’s key mission areas at the end of FY2012 as seen in a command briefing from October 2012. Army Sustainment Command assumed responsibility for the Directorates of Logistics on the first day of FY2013. The DOL slide represents the work done in FY2012. Also, the LOGCAP Support Unit was renamed the LOGCAP Support Brigade in the first weeks of FY2013.
Army Sustainment Command

Sustains U.S. & Coalition Forces CONUS and Worldwide

- Global reach with presence in 17 Countries & 26 States
- 85K Military, Civilian & Contractors
- $11B Budget
- The Army’s Equipment Distribution Management Center
- 7 Army Field Support Brigades
- 20 Army Field Support Battalions
- 1 Logistics Civil Augmentation Program Support Brigade
- Army Sustainment Command - Army Reserve Element
- 73 Directorates of Logistics

ASC organizes, trains, and sustains a quality deployable force

Contingency Operations in Southwest Asia and posturing for the Pacific

ASC integrates materiel and services for warfighters

Material Management: Distribution & Readiness
Army Prepositioned Stocks
Army Force Generation
Lead Materiel Integrator
Directorate of Logistics
Logistics Civil Augmentation Program

Army Sustainment Command
The Logistics Civil Augmentation Program (LOGCAP)

LOGCAP FACTS
31.9B gallons of water produced
8.8B gallons of fuel issued (bulk/retail)
1.2B meals prepared
639.5M APOD, cargo arrivals & offloaded
471.7M lbs of mail handied
281.3M patrons visited MWR facilities
258.5M tons of ice produced
183M miles driven in support of forces
102.1M bags of laundry cleaned
14.1M MHE (crane/RTC/forklift) missions
5.2M APOD, personnel arrivals & departures
3.2M SPD, Containers loaded & offloaded

Supporting
108 FOBs total in Afghanistan
16 Camps Iraq, ISO DoS/OSC-I
7 Camps Kuwait
7 Sites Bahrain
4 FOBs in Africa
1 Site Oman

As of 30 September 2012

473K+ Contractors Provide LOGCAP Support in 8 Countries (Afghanistan/Iraq/Kuwait/Bahrain/Oman/Multiple sites in Africa)
Note: LOGCAP equivalent to 15+ SUST DOEs to support ARFORGEN, Army would need 85+ SUST DOEs / 150K Soldiers

Army Sustainment Command
U.S. Army Materiel Command

APS Status in Support of 2020 Strategy

APS Concept: NLT 2020, unit equipment sets to be incrementally rebuilt and globally positioned to increase Army strategic depth by improving responsiveness and flexibility.
Directorates of Logistics (DOL)

73 DOLs worldwide
Approx 350 Contracts
$658M+ Annual budget
✓ 5400+ Army Civilians and Military
✓ ~ 18K Contractors
✓ $ Savings Potential:
  - Contract Management
  - Quality Standards

DOL functions include base operations maintenance, supply services (such as central issue facilities, central initial issue items, installation property book, ammunition supply points), food service, laundry and dry cleaning, and transportation services (such as soldier household good shipments, rail operations, and other installation transportation support).

Enhanced Army Global Logistics Enterprise (EAGLE)

EAGLE Is....
Global Logistics Services*
Supports: Directorates of Logistics (DOLs), Army Prepositioned Stocks, Theater Provided Equipment, In-Theater Maintenance, Left Behind Equipment, Pre-Deployment Training Equipment, New Equipment Training, New Equipment Fielding, RESET

Maintenance Operations
- Field Level Logistics
- Sustainment
- MWO/Warranty
- Tactical maintenance
  (ground, COMMEL, arms)
  - TIMDE
  - GFE/I
g

Supply Operations
- Supply Support Activity
- Retail and Wholesale
- Property Accountability
- Shelf Life
- STAMIS Operations
- Retrograde
- Central issue facility
- Readiness Reporting
- Ammunition Operations

Transportation Services
- Central Receiving and Shipping
- NTV support
- Motor Pool Operations
- HAZMAT shipment
- Railhead Operations
- Household Goods Ops
- Installation Trans Office
- Movement Planning/Arrival/Departure Control Group

EAGLE Requirements Potential Value is $23.8B over 5 years

* Does not include Dining Facilities (DFAC), Laundry/Dry Cleaning, or Aviation Maintenance
Organizational Structure:

In order to execute these missions Army Sustainment Command was organized into seven Army Field Support Brigades (AFSB), twenty Army Field Support Battalions, the Distribution Management Center (DMC), Field Support, LOGCAP, and the Headquarters staff sections. Army Contracting Command – Rock Island was not a part of ASC, but was so linked with ASC missions that they were often shown on ASC organization charts. In addition to these units, two US Army Reserve units, the LOGCAP Support Unit (LSU) and the Army Sustainment Command-Army Reserve Element (ASC-ARE) were in direct support. The 279th Army Field Support Brigade, from the Alabama National Guard, also coordinated efforts with ASC. The charts below show ASC structure at the beginning of FY2012 and then again at the end of the FY.

ASC Organizational Structure Early FY2012:
ASC Organizational Structure Late FY2012:
RESOURCES

During the year the ASC was responsible for almost 62,000 Soldiers, Army Civilians, and contractors across eight brigades and twenty battalions in CONUS, Korea, Japan, Germany, Italy, the BENELUX, Georgia, Iraq, Afghanistan, Kuwait, Qatar, and Djibouti. Requirements for the command far exceeded authorizations which required large numbers of over hires and the use of contractors in staff offices to meet missions. The summary below shows requirements, authorizations, end strength:

FY12 TDA Requirements: 284 OFF, 38 WO, 220 ENL, 1659 DAC  (TOTAL Military 542, TOTAL Civilian 1659)

FY12 TDA Authorizations: 269 OFF, 38 WO, 219 ENL, 1124 DAC  (TOTAL Military 526, TOTAL Civilian 1124)

End strength: 255 OFF, 84 WO, 242 ENL, 1910 DAC (1497 Perm, 161 Temp, 221 Term)
End strength: 581 Military, 1910 DAC, 59483 Contractors = GRAND TOTAL 61974
During FY2012 the command executed over $11 Billion in funding for all missions. $1.9 Billion was direct OMA funding. Much of the rest was LOGCAP funding. The value of all ASC missions is a key indicator of the vast support the command provides the entire Army, and other Federal entities to include the Department of State in Iraq, around the globe.

LEADERSHIP

What the above charts do not completely illustrate is the significant churn in leadership at the very top of the organization. FY2012 was “The Year of the Four Commanders.” MG Yves Fontaine was in command from September 2009 until 28 October 2011. MG Patricia McQuistion assumed command on 28 October 2012. She departed ASC just nine months later on 27 July 2012 after being promoted to Lieutenant General and assigned as the AMC Deputy CG. Mr. Scott Welker took the reins from 27 July until 18 September as the Executive Director, ASC until BG(P) John Wharton took command. Despite the numerous changes in the commanding general, ASC continued to move forward without a hitch due to a strong vision and mission statement and the vast experience of the leaders at all other levels in the command.

SUMMARY

From 1 October 2011 – 31 September 2012 ASC executed her global mission that directly and materially supported the war efforts in SWA, looked forward to reset Army materiel in SWA and around the world for the next contingency. At the same time ASC took on the mission of becoming the Army’s Lead Materiel Integrator, and prepared to assume command of the LRCs. ASC’s action ensured sustained direct readiness from home station to combat and return while assisting units in preparing for the next mission. ASC executed these old and new missions while reducing costs, cutting manpower, and standardizing support across the Army.