



U.S. Army/MSG Eric Vidal

*LTC Ralph Riddle, 832nd Transportation Terminal Battalion, explains seaport of debarkation operations to Army Sustainment Command's (ASC) COL Steven J. Feldmann. COL Feldmann oversaw Army Materiel Command's contribution to earthquake-relief efforts in Haiti.*

**By MG Yves J. Fontaine  
and  
Joseph E. Schulz**

*Contract workers at Joint Base Balad, Iraq, restore an M1117 armored security vehicle as part of ASC's field-level reset operations. Pushing materiel readiness capability forward returns vital equipment to warfighters quickly.*



U.S. Army/Galen Putnam

# Army Sustainment Command: The Leading Edge Of the Materiel Enterprise

**A** rmy Strong," "Call to Duty," "Boots on the Ground," and our motto, "On the Line," perfectly describe the more than 78,000 Army Sustainment Command (ASC) soldiers, civilian employees and contractors who are delivering vital logistics solutions to our soldiers on the battlefield, at training centers and in garrisons throughout the Army today.

Our mission is to synchronize distribution and sustainment of materiel to and from the field for the materiel enterprise in support of the warfighter. In addition, ASC manages the Logistics Civil Augmentation Program (LOGCAP).

## The Materiel Enterprise

In January 2009, the Army adopted an enterprise approach, aligning into four core enterprises: the human cap-

ital enterprise, the materiel enterprise, the readiness enterprise, and the services and infrastructure enterprise. The enterprise approach allows the Army to improve its process that provides trained and ready forces, resulting in a more efficient and effective method of generating combat power. This process is known as Army force generation (ARFORGEN).

The materiel enterprise brings together the Army Materiel Command (AMC) and Assistant Secretary of the Army-Acquisition, Logistics and Technology (ASA-ALT) organizations with their industry partners to provide an enterprise approach to achieve "equipping balance" in support of our Army and ARFORGEN.

As the operational arm of AMC, Army Sustainment Command, headquartered at Rock Island Arsenal, Ill., provides focused support to warfighters and their units, capitalizing on integrating capabilities of the life-cycle management commands (LCMCs); Research, Development and Engineering Command; Army Contracting Command (ACC); and the ASA-ALT in support of the soldier. In short, we provide synchronization and support of field-level reset, integration of new equipment into formations and materiel management.

## ASC: The Operational Arm of AMC

ASC provides a global, deployable capability through its seven Army field support brigades (AFSBs), 20 Army field support battalions (AFSBns), 66 brigade logistics support teams (BLSTs) and the headquarters-based Distribution Management Center (DMC). In addition, ASC has a contracting center from ACC in support of our mission.

Our seven AFSBs and their subordinate battalions are the primary means through which we synchronize and deliver materiel-enterprise capabilities to the field. They provide a single face to the field for commanders at all levels for acquisition, logistics and technology support in order to integrate AMC's forward logistics capabilities to equip, sustain and protect the soldier. AFSBs provide a global presence for ASC. The 401st AFSB is providing support to forces and to the surge in Afghanistan, while the 402nd AFSB is providing support in Iraq, Kuwait and Qatar and is supporting the drawdown. The 403rd AFSB and 405th AFSB are forward-deployed in Korea and Germany, respectively. The 404th AFSB at Fort Lewis, Wash.; the 406th AFSB at Fort Bragg, N.C.; and the 407th AFSB at Fort Hood, Texas, support units in the reset and trained/ready phases of ARFORGEN. The AFSB combines assets from



*SSG Chevella Stokes, logistics section noncommissioned officer in charge, 402nd Army Field Support Brigade, Joint Base Balad, delivers a pallet of bottled water to brigade headquarters. Delivering materiel support during contingency operations is ASC's primary mission.*



U.S. Army

AMC and the ASA-ALT into a single brigade-level unit that plans for and synchronizes Army acquisition, logistics and technology support for the Army force in its area of responsibility, including the fielding and training of new technologies and equipment between the LCMCs and the warfighter.

The organization charged to accomplish these tasks at the tactical level is the brigade logistics support team, which is embedded with Army modular combat formations. They serve as our “scouts out” in linking materiel-resolution logistics to the warfighters. A BLST provides support to brigade combat teams, combat aviation brigades and Special Forces groups. Composed of soldiers and civilians, BLSTs deploy with the brigade they support. A BLST consists of between nine and 15 personnel (one military, one Department of the Army [DA] civilian, and seven to 13 LCMC Department of the Army civilian logistics assistance representatives), depending on the type of BLST.

Other subordinate assets include logistics support elements (LSEs) and logistics support teams (LSTs). A typical

LSE consists of 36 personnel (two military, 10 DA civilians, 24 LCMC logistics assistance representatives) and supports separate units that are not organic to a brigade combat team. A typical LST consists of between 10 and 20 personnel (for example, one military, two DA civilians, seven to 13 LCMC logistics assistance representatives), depending on the type of equipment, and provides support to units on nondivisional installations. Both organizations include LCMC logistics assistance representatives.

The majority of our battalions provide the materiel-enterprise link to divisions and support ongoing contingency operations. When the division deploys, our battalion deploys as well and conducts split-based operations, operating forward while maintaining home-station capabilities. It typically consists of 35 personnel (three military, 10 DA civilians and 22 LCMC logistics assistance representatives).

Also, four battalions are structured to support Army prepositioned stocks sites located in Italy, Korea, Kuwait and Qatar and manage the build, configuration, maintenance, and issue of unit equipment sets and supplies in storage.

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### **Focus for Moving on Azimuth**

In order to provide focus and direction on priorities and ensure that we accomplish our primary mission as AMC's operational arm to the Army, we established the following lines of operations.

- Serve as the materiel-enterprise field integrator in order to achieve materiel readiness.
- Transform ASC to support the materiel enterprise.



*Right, Air Force TSgt. Christy J. Long, quality assurance noncommissioned officer for 2nd Battalion, 402nd Army Field Support Brigade at Joint Base Balad, climbs onto a vehicle to place an Army Materiel Command decal. Property accountability is essential as materiel moves to the retrograde property assistance team holding yard at Camp Arifjan, Kuwait, pending shipment to its final destination.*

*Above, GEN Ann E. Dunwoody (left), commanding general of U.S. Army Materiel Command, John M. McHugh, Secretary of the Army, and MG Yves J. Fontaine, commanding general of U.S. Army Sustainment Command, discuss the ASC mission during McHugh's tour of ASC and Rock Island Arsenal, Ill., in March.*

- Execute strategic communications to improve enterprise awareness.
- Care for soldiers, civilians and families in order to have a balanced workforce.
- Provide the Logistics Civil Augmentation Program, resulting in quality services to standard.

### Achieve Materiel Readiness

As the materiel-enterprise field integrator, our role is to support contingency operations; coordinate and synchronize the fielding and training of equipment; support ARFORGEN through materiel management; and manage Army prepositioned stocks across the materiel enterprise. We perform this through management of various programs from the ASC headquarters with decentralized execution through our brigades.

Support to contingency operations is our number-one priority. Our main effort is in Afghanistan, where we're building up while sustaining forces in the field. Our seven logistics task forces (LTFs) and our LOGCAP team are allowing us to prepare the battlespace as U.S. forces increase boots on the ground from some 70,000 to about 100,000. Each LTF is a logistics command-and-control headquarters

that consists of 19 personnel (two military, four DA civilians, 13 contractors). The LTF is responsible for receiving, accounting for and issuing approximately 8,000 pieces of equipment as well as integrating the acquisition, logistics and technology capabilities required to support the surge of forces—all while sustaining materiel readiness and retrograding excess materiel. Team LOGCAP includes more than 49,900 contractors executing LOGCAP contract support for base-camp expansion, construction and services.

Our secondary effort is in Iraq, where we're drawing down and sustaining reduced force levels. Eight fixed-site and 12 mobile retrograde property assistance teams (RPAT) are on the ground providing property accountability and returning equipment to the continental United States for reset. Each RPAT consists of 42 personnel (15 military, five DA civilians, 22 contractors) and enables U.S. Army Central Command and AMC to retrograde approximately 25,700 items of rolling stock and 1.2 million items of containerized non-rolling stock. In addition, more than 13,700 LOGCAP contractors are closing down or transferring bases.

Beyond the battlefield and support to contingency operations, materiel integration in support of ARFORGEN is



*Then-MAJ Laura Powell, a member of the ASC Army Reserve Element and deployed to 1st Battalion, 402nd Army Field Support Brigade, in Iraq, visits with schoolchildren at a boy's grammar school in Sindiyah in October 2009 as part of a humanitarian mission delivering school and sports supplies donated by ITT.*

our second priority. With equipment in constant motion, there is a continual need for its replacement, repair, recapitalization and modernization and integration of new equipment and new-equipment training. As such, reset and synchronization of acquisition, logistics and technology are enduring missions. A materiel-enterprise approach enables this and takes into account fiscal realities, ensuring that the right equipment is in the right place at the right time—on time, on target—in order to generate capable units.

Materiel management is our center of gravity; it enables us to support contingency operations and ARFORGEN. Obtaining and maintaining asset visibility is critical in order to synchronize and integrate materiel-enterprise support for the warfighter.

The DMC provides asset visibility of equipment in reset, left-behind equipment, and predeployment training equipment for Army commands in the continental United States, Alaska and Hawaii through the property book unit supply enhanced system, legacy wholesale-supply systems and access to the logistics information warehouse. The DMC synchronizes the workload of equipment maintenance, in-

cluding working closely with the LCMCs to synchronize special-repair teams in support of reset.

At the tactical level, AFSBs also play an active role in materiel management. AFSBs combine logistics contract support and multiple sources of repair to provide field-level maintenance to reset equipment, maintain property accountability and improve materiel readiness.

A significant task for ASC is to integrate strategically prepositioned critical supplies and equipment at worldwide locations in support of Army operations for the materiel enterprise. Army prepositioned stocks have been the Army's ace in the hole, equipping the first units into Iraq in 2003, then sustaining enduring forces while reconstituting the strategic reserve.

### **Transform ASC to Support the Materiel Enterprise**

ASC transforms and adapts through a combination of mission and organizational changes to support the materiel enterprise today and in the future. We must not lose focus of future requirements, ensuring that we have the right organizational structure, global footprint and capabilities to meet requirements. In so doing, we must take ad-

vantage of critical materiel management and contract logistics-support capabilities that exist today in order to solidify ASC's role as AMC's operational arm to the Army.

To meet tomorrow's requirements, ASC is transforming its DMC materiel-management functions to create a capability that consolidates the materiel-management capabilities once held by corps and division support commands into one organization. A key effort in ASC's materiel-management transformation is the realignment of garrison-level directorate of logistics functions to ASC and the materiel enterprise from the services and infrastructure enterprise. The goal is to support ARFORGEN while yielding efficiencies by increasing standardization and reducing or eliminating redundancies in maintenance contracts and capabilities.

The Army's equipping strategy describes the Army plan to achieve "equipping balance" across the force. The key component of this strategy is ARFORGEN-based equipping, or equipping units to mission requirements. As units move through the ARFORGEN cycle, the equipment made available to them is tailored to their specific training needs. ASC must be prepared to integrate equipment-sourcing solutions to ensure that units have the right types and amounts at the right times. ASC is teaming with AMC, ASA-ALT and Army staff elements on an initiative to determine how best to meet demand signals from the readiness enterprise while operating in a resource-constrained environment.

### **Execute Strategic Communications to Improve Enterprise Awareness**

ASC's broad portfolio requires a strategic-communications plan that ensures transparency in our programs. The end state of the strategic-communications strategy is to ensure that stakeholders understand our mission, address the issues that may arise, and ensure that our mission is performed with transparency and accountability.

Essential to our success in accomplishing our mission is our partnership with our supporting business community. Through our advanced planning briefings to industry, industry participation in ASC's Commanders Conference and our robust industry visitor program, businesses understand the strategic vision and future of the command and can begin to plan how to meet those requirements. Through ASC's participation in an annual small-business conference, small businesses are able to ensure that the command knows their particular qualifications, and the command is able to expand its base of small-business suppliers.

### **A Balanced Workforce**

Caring for people involves having a trained and sustainable workforce that maintains a lifestyle balanced between work and family. People are the heart and soul of Army Sustainment Command. Cultivating a high-quality workforce is a critical aspect of caring for soldiers and their families and is imperative for sustaining ASC. Our approach is to enhance their ability to perform their mission and adapt

to change by supporting, maintaining, and developing programs and services that promote training, leadership development and total wellness.

Investing in the development of our people, we have developed customized journey to leadership (JTL) programs that provide formal classroom training, developmental assignments, executive interviews, leadership panels and team projects. These programs enable participants to strengthen leadership knowledge, skills and abilities and to learn from senior leaders in various functional areas of ASC. In addition to JTL programs, soldiers and civilians are encouraged to attend Department of the Army leadership programs such as the Army War College, fellowship programs, partnering with industry and executive leadership programs. Through our investment in our people, ASC will endure as a valuable organization.

### **LOGCAP: Quality Services to Standard**

LOGCAP supports contingency operations requirements through planning and program management, resulting in quality services provided to supported units at an established and measurable standard. The program supports global contingencies by using corporate assets to augment the current and programmed Army sustainment force structure. Deputy program directors are presently posted in Kuwait, Afghanistan and Iraq, managing LOGCAP activities in support of Operations Iraqi Freedom and Enduring Freedom. In addition, a combination of Army civilians and support contractors are posted with Army service component commands and combatant commanders' staffs specifically to assist in planning for future worldwide operations. These forward operators are linked with the Army field support brigades and contract support brigades to assist in the deliberate planning and preparation for contingency and crisis-action responses.

Team LOGCAP in forward areas is composed of LOGCAP support officers, Department of Defense civilians, support contractors, performance contractors and personnel from the Defense Contract Management Agency (DCMA). The DCMA is critical to the oversight of performance contractors providing LOGCAP services. Oversight is enhanced by supported units providing contracting officer representatives, best known as subject-matter experts. Backing up forward-deployed LOGCAP teams is the staff of the program management office located at Rock Island Arsenal, which is supported by ACC's LOGCAP contracting division at the Rock Island Contracting Center.

### **On the Line**

As AMC's operational arm to the Army, ASC is at the cutting edge, integrating, synchronizing and applying acquisition, logistics and technology capabilities to sustain our Army. As the conduit that links the factory to the foxhole, ASC is ready to accomplish any mission and is committed to excellence and achieving the highest standards while taking care of our soldiers, civilians and their families.

As always, ASC is On the Line.

