

*a Symposium Special Report*

# ARMY SUSTAINMENT: RESPONSIBLE RESET



*At the Crossroads of Two Wars*

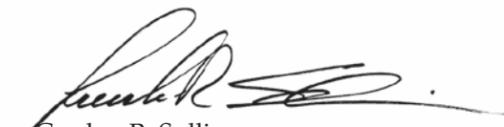
## Foreword

Logistics and sustainment underpin everything that the U.S. Army does. The ongoing total sustainment operations in the current theater of war are massive in scope, harmonious in synchronization and of inestimable value in combat force readiness for in-theater units.

After more than eight years of war, the Army is managing the movement of an unprecedented amount of both standard and nonstandard equipment in response to the drawdown in Iraq, the buildup of forces in Afghanistan and the reset of the Army. However, equipment is only one facet. Supplying thousands of Soldiers with essential goods and services such as food, water, fuel and mail requires constant coordination. It remains crucial that the Army maintain a careful balance between the supply of equipment, goods and services to deployed forces while conducting drawdown, build-up and transfer of people and equipment to their respective locations in the United States and abroad in a cost-effective manner.

The following three articles highlight, from their respective positions, the importance and complexity of current sustainment operations and describe how these operations will intensify in the very near future. As the Army's executive agent for equipment reset, Army Materiel Command demonstrates how it is ensuring a rapid return, repair, redistribution and combat-power regeneration for the Army. Third Army—the operational orchestrator for the overall theater sustainment mission—describes the numerous challenges it faces in conducting an astronomical sustainment operation to supply forces in both Iraq and Afghanistan with the necessary materiel as well as serving as the on-call command for any American land operation in the region. As Third Army's primary logistics unit, the 1st Theater Sustainment Command highlights how it is providing the muscle to move and distribute materiel after it arrives in theater and to fix it if it breaks.

During Operations Desert Shield/Storm in the early 1990s, the Army sent 40,000 40-foot vans of materiel to the Gulf War—that was a lot of movement. At the conclusion of that war, what remained in the region were “iron mountains” of equipment, impacting readiness and generating an enormous cost. We cannot recreate this albatross in the future. This anthology vividly captures how the Army is significantly contributing to the readiness of our military through its sustainment efforts and, in doing so, enhancing our nation's security.



Gordon R. Sullivan  
General, U.S. Army Retired  
President, Association of the United States Army



One of many Mine Resistant Ambush Protected vehicles destined for Afghanistan is loaded into the back of a C-17 Globemaster III aircraft at an airbase within Third Army's Area of Responsibility. Third Army, in partnership with U.S. Forces - Afghanistan, provides continuous, uninterrupted world-class sustainment operations for U.S. and coalition forces. Photo by Sgt. Daniel W. Lucas.

June 2010

### Contents

- 3 AMC Leverages its Logistics Muscle with Reset Task Force
- 10 Third Army: Directing Traffic at the Crossroads of Two Wars
- 25 1st Sustainment Command (Theater) is the “First Team” for Logistics

## AMC Leverages its Logistics Muscle with Reset Task Force

By **Melissa Bohan**  
U.S. Army Materiel Command  
Public and Congressional Affairs Office

**A**s the executive agent for equipment Reset, the U.S. Army Materiel Command manages and oversees the execution of field and sustainment level maintenance. Since combat operations began in 2003, the command has repaired more than a million and a half pieces of equipment, including vehicles, helicopters and communications equipment.

“AMC executes, on behalf of the Army, a Responsible Reset using the full power of the Materiel Enterprise to ensure a rapid return, repair, redistribution, and combat power regeneration for the Army,” said Gen. Ann E. Dunwoody, AMC's commanding general.

With the command's Reset experience as a guide and the drawdown of forces and equipment from Iraq and build up in Afghanistan heating up, the command quickly stood up an organization last fall to leverage its full range of

global logistics capabilities to rapidly retrograde equipment from theater and facilitate the life cycle management of equipment.

The Responsible Reset Task Force, or R2TF, became operational Oct. 1 and is led by Lt. Gen. James Pillsbury, AMC's deputy commanding general. The underlying principle of the R2TF is the understanding that Reset and draw-down, which are simultaneous and complementary efforts, must be responsibly planned and executed together to achieve integrated operations.

Jack Dugan, the former civilian deputy at AMC's TACOM Life Cycle Management Command who came out of retirement for the mission, leads the team of more than 30 logistics and equipment experts on a day-to-day basis. The majority of R2TF personnel are embedded with the 1st Theater Sustainment Command in Camp Arifjan, Kuwait and with Army Central Command, while a few are located with the United States Forces-Iraq, USF-I, in Baghdad. An R2TF cell is also located at AMC headquarters at Fort Belvoir, Va.

"The purpose of the R2TF is to support Third Army -- the Army service component command of CENTCOM -- as it conducts its responsible draw-down from Iraq," said Pillsbury.

The R2TF ensures that the visibility and accountability of equipment keeps pace with its movement. AMC sees itself as the "catcher's mitt" for theater-provided equipment. TPE is equipment that has been left behind by units for use by new units arriving at a later date. The result is equipment that has been in Iraq for many years and has created shortages in the Army's Modified Tables of Organization and Equipment because those units who left the equipment now have shortfalls in their inventory, according to Pillsbury.

"AMC's mission with the R2TF is to fill those equipment shortages in the Army. Those units in the CENTCOM AOR [area of responsibility] have priority to receive the equipment they need first, followed by units in CONUS [Continental United States]," said Col. Steven Shapiro, R2TF operations officer.

When there will not be a replacement unit to fall in on TPE, the USF-I decides which equipment will be turned

into one of six Redistribution Property Assistance Teams set up in Iraq. The RPATs, which also include two mobile teams that go directly to units, are run by a team of U.S. Air Force officers and non-commissioned officers and overseen by AMC's 402nd Army Field Support Brigade.

"These items will be brought to record, the accountability will be established and then they will be given disposition instructions within 72 hours for an ultimate location," said Pillsbury.

The equipment is put into two categories: equipment that is still needed in ARCENT's theater of operations, including Afghanistan, Pakistan and the Horn of Africa; and equipment that is no longer required in those geographic areas.

For equipment that will be used in ARCENT's AOR, AMC becomes accountable for the equipment, puts in the transportation request to get the equipment moved to Kuwait, and then triages it so it's ready for the commander's use when needed. While some of the equipment may only need minimal maintenance, the majority of the equipment will go through one of the theater

*Air Force Tech. Sgt. Tamekah S. Burrell, a container management noncommissioned officer at one of the Redistribution Property Assistance Teams at Joint Base Balad, Iraq, attaches a radio frequency identification tag to a vehicle, enabling property accountability as materiel moves out of Iraq. The RPATs are overseen by AMC's 402nd Army Field Support Brigade. Photo by Summer Barkley, 402d Army Field Support Brigade.*



*The Soldiers of the 1185th Deployment Distribution Support Battalion are supporting the Responsible Drawdown from Iraq everyday as they perform their duties at the Port of Shuabia, a Seaport of Debarkation located in Kuwait. The battalion is tasked to manage the loading of hundreds of vessels and port operations that aids Third Army in coordinating with many agencies and organizations to ensure the success of their mission. Photo by Sgt. David Nunn*

provided refurbishment sites overseen by AMC's TACOM LCMC and operated by contractors who specialize in light, medium and heavy tactical vehicles.

Some of this refurbished equipment will be left in theater for donation, foreign military sales or to possibly replenish Army Prepositioned Stocks-5.

To assist with the FMS effort, the R2TF includes members of AMC's Security Assistance Command, USASAC, who support Multinational Security Transition Command-Iraq and Combined Security Transition Command-Afghanistan as they work with those governments to purchase Army equipment that is no longer needed.

"USASAC works with the theater to establish requests for both Afghanistan and Iraq so that this equipment can stay over there rather than come back and be sent back again at a great expense. For example, the Army will be providing M1114 HMMWVs to the Afghans and we have sufficient numbers in Kuwait right now to meet that requirement," said Pillsbury.



Heavy Equipment Transporters wait to be unloaded from trailers in a lot at Camp Arifjan, Kuwait. HETs, along with Third Army transportation units who drive them, are a vital part of Third Army's mission in the Iraq drawdown. The trucks are part of a team of convoys that have driven a combined mileage of over 90,000 miles a month in support of the Responsible Drawdown. These trucks are designed to carry heavy equipment such as Mine Resistant Ambush Protected vehicles, M-1 Abrams tanks, troop carriers and other HETs. Photo by Spc. Monte Swift

Some equipment, including pieces that are repaired at AMC's depots, are sent to Sierra Army Depot for storage until there is an Army requirement for its use. Photo by Lori McDonald

For equipment needed in CONUS, it is repaired at an AMC depot and then redistributed to another unit or placed in storage. If there are no open requirements for the equipment or it is not economically repairable, that equipment is given to the Defense Logistics Agency for disposal or possible sale.

"AMC is well-suited for this mission because of our ability to repair equipment at not only our organic depots but at our directors of maintenance depots," said Pillsbury.

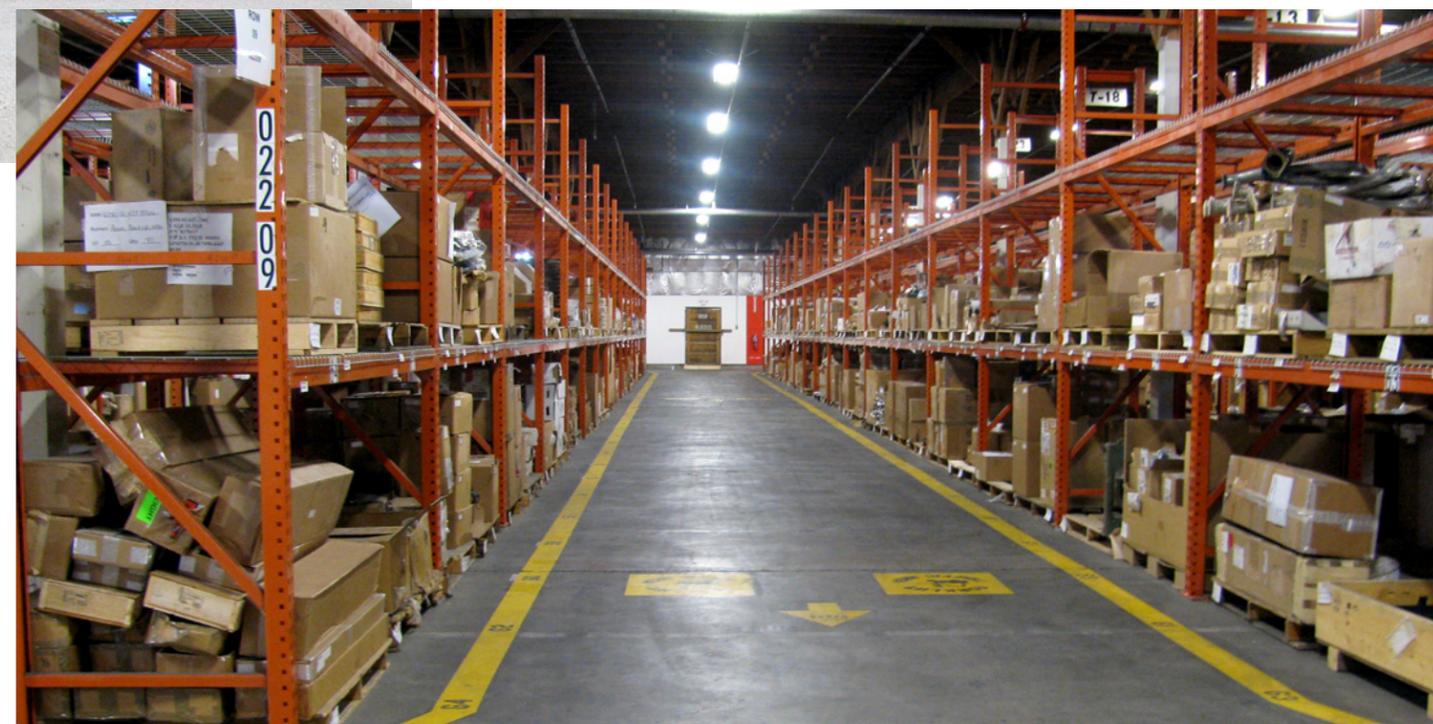
Wheeled vehicles needing repair are sent to AMC's Red River Army Depot, in Texarkana, Texas or Letterkenny Army Depot, in Chambersburg, Pa., and tracked vehicles go to Anniston Army Depot in Anniston, Ala. These depots also service other equipment such as missile systems, small arms and generators. Aircraft requiring depot-level repair will go to AMC's Corpus Christi Army Depot in Corpus Christi, Texas, while radios, radars and other communications devices are sent to AMC's Tobyhanna Army Depot, in Tobyhanna, Pa. AMC's Sierra Army Depot in Herlong, Calif., is used to store equipment.

In addition to its expertise in repairing and maintaining the equipment, AMC adds value to the process by ensuring that the equipment is accountable and visible in equipment tracking systems.

"Through logistics automation and radio frequency technology, we have vastly improved our ability to track equipment from the RPAT all the way to the depot. Tracking equipment through the entire process is absolutely key," said Shapiro.

AMC also works with the original equipment manufacturers to repair certain vehicles and other pieces of equipment at their locations, Pillsbury added.

In addition to repairing equipment at the AMC depot locations



AMC's Sierra Army Depot is currently storing more than 5,000 pieces of non-standard equipment in its warehouses, including radios shown here. Photo by Lori McDonald



in CONUS, the depots also send mobile teams to units and repair equipment on site. For example, teams of Anniston Army Depot small arms experts are located at most major military installations including Fort Hood, Texas; Fort Irwin, Calif.; and Fort Sill, Okla., to repair weapons there. AMC has repaired nearly 250,000 weapons in this way.

"AMC's goal is to have the equipment reset -- repaired and back to the unit -- within 180 days. This relieves Soldiers of the burden of resetting their own equipment during this critical timeframe and helps to protect their dwell time at home station. Taking care of our Soldiers is paramount," said Shapiro.

AMC also assists in determining when equipment is no

longer economically repairable. Between the item managers at AMC's Life Cycle Management Commands; the equipment program managers and other stakeholders, including the Army Deputy Chief of Staff for Resource Management, G-8; the Army decides what equipment can be disposed. That equipment is given to DLA for its Defense Reutilization Marketing Offices.

AMC also has employees at the DMRO sites to help ensure that items that are being disposed really need to be disposed. The command has helped save nearly \$23 million by finding items that could be salvaged, according to Pillsbury.

What makes this simultaneous reset and drawdown process so challenging is the enormous amount of equipment

*Spc. Robert-Lee Pass, a Heavy Expanded Mobility Truck (HEMT) Wrecker operator with the 1166th Combat Heavy Equipment Transportation Company, an Army National Guard unit based out of Massachusetts, attached to Third Army, performs preventative maintenance checks and services on his HEMT Wrecker. The 1166th plays a critical role in Third Army's support of the Responsible Drawdown of Iraq by transporting heavy equipment from Iraq to Kuwait, for refurbishment and retrograde for future operations in Central Command's area of operation. Photo by Sgt. David Nunn*



that requires movement after more than eight years of war. For example, AMC is expecting around 60,000 to 80,000 containers to move out of Iraq with a goal of moving 2,500 per month and around 50,000 vehicles to move with 1,500 of those moving per month.

"Although we are meeting and exceeding these metrics so far, we haven't seen the full pressure of movements yet. We must continue to work hard on this," said Pillsbury.

Additionally, "non-standard" equipment like Mine-Resistant Ambush Protected Vehicles and other off-the-shelf equipment purchased by units is a big difference from previous military operations, according to Pillsbury. He expects that AMC may need to bring back, maintain and store in the neighborhood of 1,700 pieces of non-standard equipment.

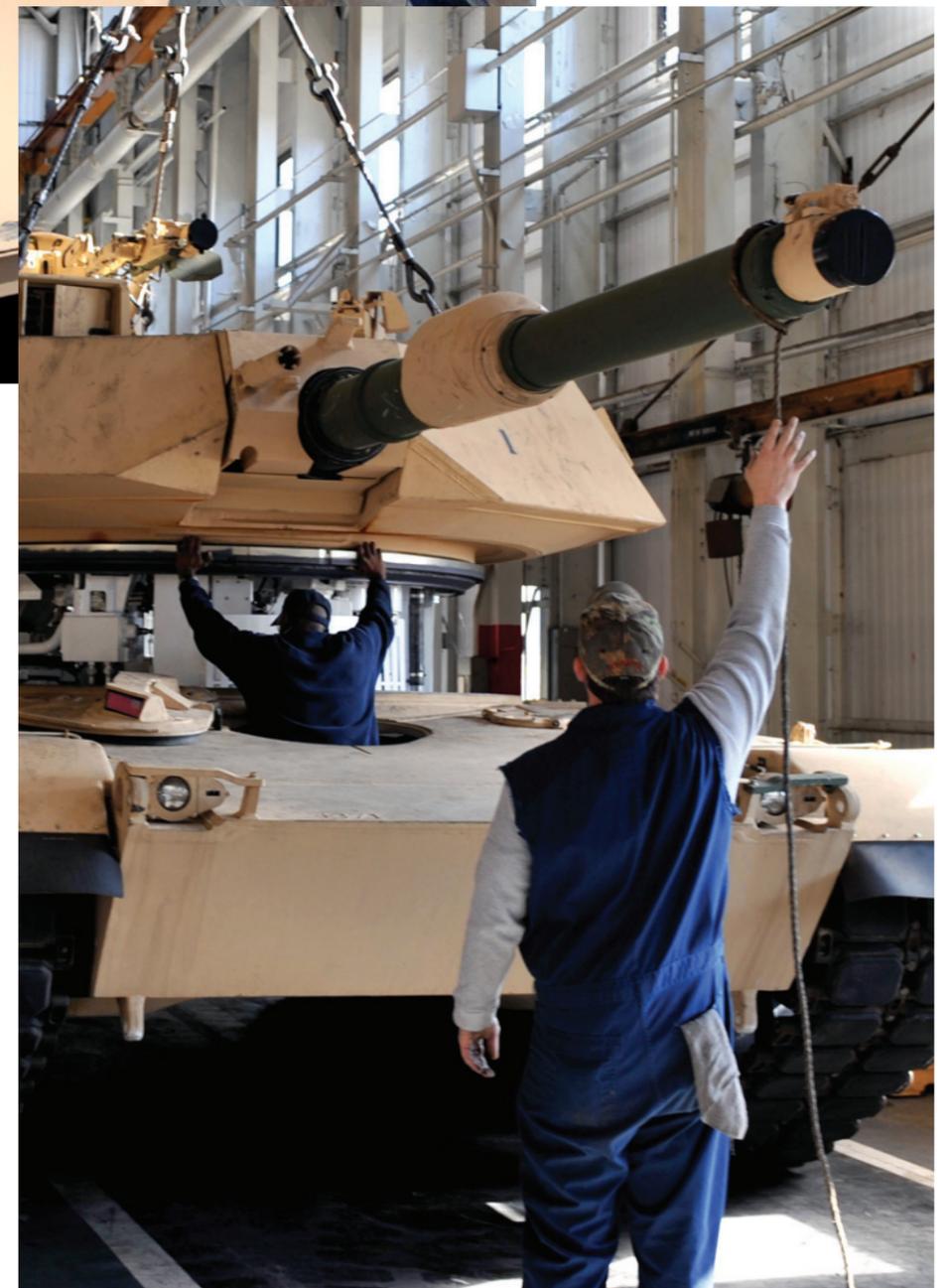
Without military manuals for this equipment, the AMC workforce is inspecting that gear as well as they can and cataloging it, according to Pillsbury.

The Materiel Enterprise – lead by the Assistant Secretary of the Army for Acquisition, Logistics and Technology and AMC – will decide what happens next to the equipment to ensure the Army is making the best use of these systems.

AMC and its R2TF are but one piece of the huge puzzle to facilitate equipment movement. It's not

an understatement to say that the entire Departments of Defense and Army are involved in the drawdown efforts in some way. From the Army Chief of Staff and other senior Army leaders, the U.S. Transportation Command and the Defense Logistics Agency, to individual service units and organizations in between, all play a pivotal role in this undertaking.

Ultimately, every decision in this effort is made by balancing what our warfighters need to successfully execute their missions while the Department remains good stewards of taxpayer's dollars. ☆



*Mechanics at Anniston Army Depot marry a turret with its hull. Photo by Jeremy Guthrie*

*An Army UH-60 Black Hawk helicopter is loaded into the cargo hold of a ship at the port of Shuabia, Kuwait. Photo by Sgt. David Nunn*



# Third Army: Directing Traffic At the Crossroads of Two Wars

Text and Photographs  
By Dennis Steele  
ARMY Magazine Senior Staff Writer

**E**ach morning, shortly after sunrise and following the last strains of “Reveille,” the theme song from the movie “Patton” echoes across Camp Arifjan, Kuwait, harkening back to Third Army’s iconic leader and World War II heritage. The camp is home to Third Army’s forward headquarters, and it is the sustainment nexus for America’s combat efforts in Iraq and Afghanistan.

Third Army simultaneously is orchestrating the Iraq drawdown and reinforcement of the war in Afghanistan while supporting and supplying the

*First-generation mine resistant ambush protected (MRAP) vehicles withdrawn from Iraq await shipment to Army training centers at a Camp Arifjan, Kuwait, holding yard.*



*Worn and damaged tire assemblies from Iraq will be refurbished in Kuwait and shipped to where they are most needed. Approximately 4,000 wheel assemblies are shipped to Kuwait each month for repair.*

day-to-day operations of both. The scale and complexity of Third Army's sustainment operation is astronomical. If U.S. military personnel deployed to Operation Iraqi Freedom or Operation Enduring Freedom eat it, shoot it, drive it, sleep in it or draw electrical power from it, Third Army/U.S. Army Central had a role in getting it to them, along with thousands of other items and repair parts needed for combat. The pace is unrelenting—in Afghanistan, it is accelerating—and the stakes are always high.

To bolster U.S. operations in Afghanistan and help turn the tide against the Taliban, Third Army delivered some 10,000 vehicles to Afghanistan during fiscal year (FY) 2009. Since last July, it has transferred 1,770 tons of ammunition and more than a million individual items, valued at \$90 million, from Iraq to Afghanistan.

This year, it will coordinate movement of the additional 30,000 troops ordered to Afghanistan by President Barack Obama along with the equipment they will need to



*A soldier washes a truck at Camp Arifjan to prepare it for shipment back to the United States.*





*A medevac helicopter from Company C, 5th Battalion, 158th Aviation Regiment (C/5-158 Aviation), kicks up a cloud of dust as it takes off during a training flight in Afghanistan. Third Army oversaw transportation of the company's personnel, helicopters and other equipment from Iraq to Afghanistan.*

*SSG Shelley Jo Broadhead, a flight medic assigned to C/5-158 Aviation, checks with her pilot as the aircraft is warmed up for takeoff from the NATO air base at Kandahar, Afghanistan.*



*SPC Jacob Gage, 1140th Transportation Company, prepares a truck for customs inspection at a Camp Arifjan wash rack.*



fight and the increased amount of supplies needed to sustain them—likely a 30 percent overall sustainment spike.

Meanwhile, Third Army is continuing the job it started last May to retrograde what Third Army officials describe as a staggering amount of combat vehicles, equipment and supplies from Iraq, including:

- 60,000 shipping containers, which placed end to end would stretch from New York City to Richmond, Va.
- 41,232 pieces of rolling stock.
- 13,450 short tons of supplies.
- 135,500 U.S. military personnel, which is approximately the population of Savannah, Ga.

Some of the retrograde materiel will be sent to Afghani-

stan. The rest will return to the inventory. Retrograde equipment from Iraq—rebuilt and upgraded—is an essential part of plans to refit the Army.

Third Army is the operational orchestrator for the overall-theater U.S. Central Command (CENTCOM) sustainment mission, and it has control of the theater checkbook that pays for it. Paymaster authority carries with it a responsibility to save money wherever possible—measures that are physically apparent in the Iraq equipment retrograde, which has resulted in savings calculated in the billions of dollars by repairing, upgrading and shipping critical items directly to Afghanistan and using much of the rest to fill equipment shortfalls in the Army's general inventory and

A worker at the Defense Distribution Center Depot Kuwait, one of 25 Defense Logistics Agency distribution centers located worldwide, sorts items retrograded from Iraq to be returned to the supply inventory.



theater prepositioned stocks.

BG (P) Phillip E. McGhee, director of resource management for Third Army, said the command achieved \$3.8 billion in “cost-avoidance savings” during FY 2009. According to BG McGhee, since the 2003 launch of Operation Iraqi Freedom FY 2009 was the first year in which costs decreased from the previous year. “The goal this year is to reduce costs by \$2.1 billion through efficiencies,” he said.

Individual items that could be transferred from Iraq to Afghanistan are put through cost-benefit modeling that



Above, trailers and shipping containers are lined up at a Kuwaiti port for loading aboard a U.S.-bound ship as an Army unit is redeployed from Iraq. Right, MSG Duane Emerson, 1181st DDSB, checks items off the load plan as equipment is loaded for sea shipment back to the United States.



Above, workers upgrade equipment on a Husky metal detecting and marking vehicle at the 401st Army Field Support Brigade (AFSB), Army Materiel Command, maintenance facility at Kandahar. Below, one of the first MRAP all-terrain vehicles to arrive in Afghanistan awaits distribution at the 401st AFSB facility.

An Air Force loadmaster at an airbase in Kuwait guides a pallet aboard his aircraft for transportation within Third Army's theater of operations.



Soldiers board an Air Force C-130 aircraft after passing through Third Army's reception, staging, onward movement and integration facilities in Kuwait.

determines whether it is cost-effective to move them to Afghanistan. For example, the cost of moving a concrete T-wall section would be 260 percent above the cost of paying for a new one to be cast in country.

Third Army operates as a split headquarters with a large forward element deployed to Kuwait and its U.S.-based headquarters at Fort McPherson, Ga. The Fort McPherson headquarters will move to a new command-and-control center being constructed at Shaw Air Force Base, S.C., home of 9th Air Force, to better integrate planning and operations with its CENTCOM Air Force counterpart.

To accomplish its mission, Third Army partners with other commands and agencies such as the Defense Logistics Agency, U.S. Army Materiel Command (AMC) and AMC's Army field support brigades that operate in theater. It coordinates strategic transportation with the Surface Deployment and Distribu-



A newly emplaced relocatable building (RLB) is ready for occupancy at NATO's Kandahar base. RLBs have the same proportions as a containerized housing unit (CHU) but are shipped flat with the walls folded inside. Several can be stacked and shipped in the same space required for a single CHU.



tion Command and 9th Air Force/U.S. Air Force CENTCOM; the Army's 1st Sustainment Command provides the muscle to move and distribute materiel after it lands, and to fix it if it breaks.

Several joint task forces also support Third Army's mission, including the team that operates an expansive mine resistant ambush protected (MRAP) vehicle repair facility in Kuwait and is the forward-deployed element of the Joint Program Office-MRAP. The operation repairs or overhauls MRAPs retrograded from Iraq and feeds them into Afghanistan; about 800 MRAPs have been refurbished at the facility and shipped to Afghanistan since last June.

In addition, more than 750 first-generation MRAPs that have been replaced by more advanced models for front-

line use will be transferred from Iraq to the Army's combat training centers. (Because of critical combat needs, no MRAPs were originally allotted to train Army brigades headed for Iraq and Afghanistan.)

Not just high-value combat vehicles are being returned to the inventory, however. Third Army contractors exam-



Soldiers move bunks into a recently constructed conventional barracks building at Kandahar.

Third Army's director of logistics, 600 to 700 pieces of equipment are coming out of Iraq each month, with the pace expected to double in the future, and more vehicles will return as troop numbers drop.

To achieve its support mission, Third Army maintains a reception, staging, onward movement and integration (RSOI) operation in Kuwait that facilitates unit and individual-personnel movements in and out of Iraq. Troops from both Iraq

and Afghanistan also travel through Kuwait for their 15-day environmental morale leaves (formerly known as rest and recreation leaves) sometime during their deployment. Officials said that the annual personnel throughput of Kuwait's Theater Gateway life-support area is larger than the population of Baltimore, Md.

and Afghanistan also travel through Kuwait for their 15-day environmental morale leaves (formerly known as rest and recreation leaves) sometime during their deployment. Officials said that the annual personnel throughput of Kuwait's Theater Gateway life-support area is larger than the population of Baltimore, Md.

ine every item retrograded from Iraq, down to the smallest and seemingly most insignificant piece, for serviceability, repairability and value, even if value is gauged by recouping money through surplus disposal sales.

The munitions stockpile in Iraq decreased 41 percent by the end of FY 2009. According to BG John R. O'Connor,

## Third Army's Missions: The Commander's Perspective

We cannot let any soldier go without ammunition, food or water for a single day. The number-one Third Army mission is to sustain the fight in two joint operating areas, Iraq and Afghanistan.

The number-two mission is to be prepared to go fight in any country other than Iraq and Afghanistan—no notice, be prepared to go do that tonight, and to command and control all the forces that GEN [David H.] Petraeus might give to us to conduct that operation.

The third mission is to help shape the future by working with all the countries in the region and trying to improve their capabilities—individually and as partners—throughout the region.

When you look at sustaining the current fights, the number-one priority is to ensure that we have sufficient infrastructure and equipment in Afghanistan for the soldiers who are fighting there, and the second is to draw down Iraq responsibly.

I think one thing we soldiers keep in mind the most is that whatever we do in terms of conducting operations around the world—even if it's pulling out of a country over time—we have to do that in a responsible fashion. We owe that to the American people and to the people of

Iraq. The Army chose the phrase "responsible redeployment" primarily to tell everybody that we are going to act responsibly in this; we're not just going to pick up and leave. Drawdown is a term that doesn't have doctrinal meaning, but it encompasses everything that we currently use in our doctrine: resetting the force—moving equipment to depots or here in theater, where we do much of the rebuilding ourselves; retrograding equipment back to the continental United States so that it goes back to the training centers; and redeploying units back home. It encompasses all of that.

This is significantly different from the Gulf War. First of all, we only have about 15 to 20 percent of the equipment in Iraq that we had here when we were done with the fighting in 1991. The quantity is much less. The second point is that we know where it all is. We have a handle on it. It's on our inventories. It's being counted. It's on hand receipts to people. So we have a plan over the time allotted by the security agreement with the Iraqis—that is, by the end of 2011—for drawing out that equipment so GEN [Raymond T.] Odierno and his troops get to keep the equipment that they will need to fight, if they should have to keep fighting. At the same time, we'll pull out what they



LTG William G. Webster Jr., Third Army commander, was interviewed at Third Army's forward headquarters, Camp Arifjan, Kuwait.

don't need as quickly as we can, fix it, and send it over to Afghanistan or return it to the Army.

We try to keep cost in mind as we do everything. The last thing a trooper on the front line wants is to get something that is cheap, or not enough of something that is needed, and think it's just for economic reasons. We're not doing that; we're making sure the troopers get everything that they need. At the same time, if there's a less expensive way to accomplish the same thing, then we're looking for it. We do cost analysis, first, of virtually every decision that's made in theater.

For instance, we need generators, we need trucks, we need all kinds of equipment in Afghanistan, not only for the buildup, but right now. There are many who would say to just ship equipment from Iraq straight over to Afghanistan. Well, for example, some of these generators have been running for five or six years ... and we have to look at how much life expectancy they have. We then take a look at the costs—which vary—between buying a new one and having it shipped to Afghanistan, or bringing it out, rebuilding it here in Kuwait, and then putting it on a ship and taking it to Afghanistan. What is the most economical thing and what is the most beneficial to soldiers in terms of time—that's the choice that we make.

We saved the Army and the American taxpayers several billion dollars last year in cost avoidance. There's no way in the world we would let soldiers go wanting to save a few dollars; however, this cost savings is something that we're pretty proud of, and it's new in terms of thinking

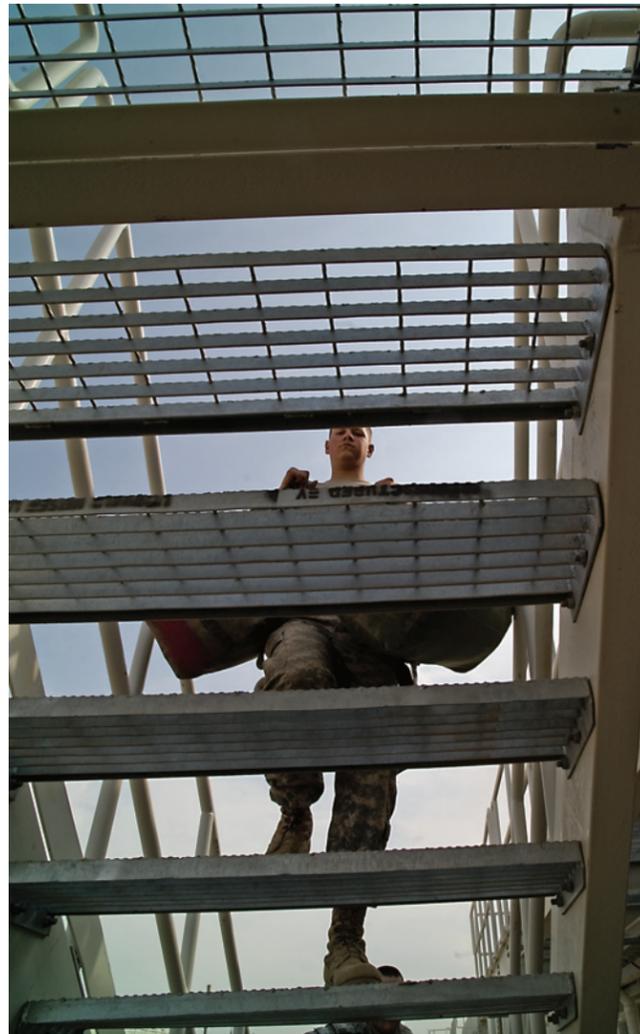
about what something costs to decide how to provide a tool or how to conduct an operation.

In Third Army, we know the theater probably better than anybody else. We have been here, continuously deployed as Third Army headquarters, since 1990. We have a good working relationship with the Kuwaitis and other partners in the region, and we receive excellent support from the government of Kuwait. We know that we can stand in the middle of the bridge and direct traffic—that is, providing Iraq what the commanders need for the rest of their mission; removing those things that are no longer needed for the mission, either fixing them here or sending them someplace where they can be refurbished; and sending the absolutely best equipment in the most efficient fashion to Afghanistan. We're in the ideal position geographically as well as through experience to do that mission.

There are 20 countries in the U.S. Central Command area of responsibility. We have to be prepared for potential fights.

In the other countries of the region, we are sharing plans with them, sharing information, sharing equipment to the extent that we can so that we make them stronger and make them see a benefit in a partnership with the United States and a partnership with each other. By doing that, we strengthen our own alliance here against potential threats, whether they are from Iran, from ballistic missiles, from terrorists or from other organizations that want to bring harm to American interests.

*A soldier carries his gear up the stairs of a new double-stacked RLB living area at Kandahar.*



*To expand living space, a concrete channel diverts the natural flow of a wadi that runs through NATO's Kandahar base.*



Third Army moves most equipment and supplies for Operation Iraqi Freedom by road from Kuwaiti ports, reversing the route to get units out. Officials hope to use additional ports, notably in Turkey and Jordan, to avoid bottlenecks as the Iraq drawdown peaks.

(A northern supply route already reaches into Iraq from Turkey, primarily carrying rations and other expendable supplies for U.S. units in northern Iraq.)

The theater's primary RSOI site supporting Afghanistan is located in Kyrgyzstan, and it is a fairly straightforward operation.

Equipment and supply transportation to support Operation Enduring Freedom is geographically and politically much trickier than transporting supplies to Iraq.

The nearest available seaport is in Pakistan, and most equipment travels by two routes that, generally speaking, follow the same paths established by the British to support their 19th-century wars in Afghanistan—roads that would be treacherous because of the terrain alone, but which also traverse a swath of territory traditionally claimed by warlords/bandits who have plied their trade in the Hindu Kush for centuries, and who now may support the Taliban but are restrained by whatever compensation they may be deriving by allowing the convoys safe passage.

While supply routes into Iraq were extremely dangerous during the long height of the conflict there and Third Army convoys were assailed by improvised explosive devices, the route was relatively smooth, straight, flat and defensible—at least observable—to some degree.

The degree of difficulty is exponentially higher on the routes leading into Afghanistan. Nevertheless, convoy attacks are less frequent (but occasionally more spectacular) than during the dark days in Iraq, and convoy attacks in Pakistan's frontier region and Afghanistan seem bent toward shake-downs or outright robberies more than warfare, which has been the way since spice and silk caravans began plying the trails.

*A welder at the joint MRAP repair facility works on a vehicle.*



*A convoy arrives at Camp Arifjan, transporting Bradley fighting vehicles from Iraq.*



*A box of used fire extinguishers sits in the sorting yard at Camp Arifjan. Equipment items—often crammed into shipping containers in Iraq and shipped to Kuwait—are sorted and put into the repair and re-issue pipeline, saving billions of dollars.*



Another road-supply route, fed by rail and established through negotiations with Russia, meanders into Afghanistan from the northeast and carries some sustainment materiel for Afghanistan operations. Pakistan's ports, however, remain the primary strategic gateway.

According to Third Army officials, on a typical day more than 90 convoys are on the roads of Iraq and Afghanistan, delivering about 2.5 million gallons of fuel daily (which the officials described as enough to fill every car in Washington, D.C.) and enough food daily for 750,000 meals.

Third Army's area of responsibility (AOR) stretches from Egypt to Kazakhstan and from Yemen to Pakistan—real estate that encompasses allies and belligerents alike, where the economic value of the region is counted by the supertanker load. It's an important place to the United States and the West.

The AOR remains the battleground for the two ongoing major conventional U.S. military operations in the war on terrorism and for Coalition operations against terrorist cells in other nations of the region. Iran is in the geographical mix, along with Syria, which elevates the overall volatility in Third Army's AOR.

In addition to supporting the current fights, Third Army maintains a constant posture as the on-call command for any American land operation in the CENTCOM region that might be ordered other than in the command areas already

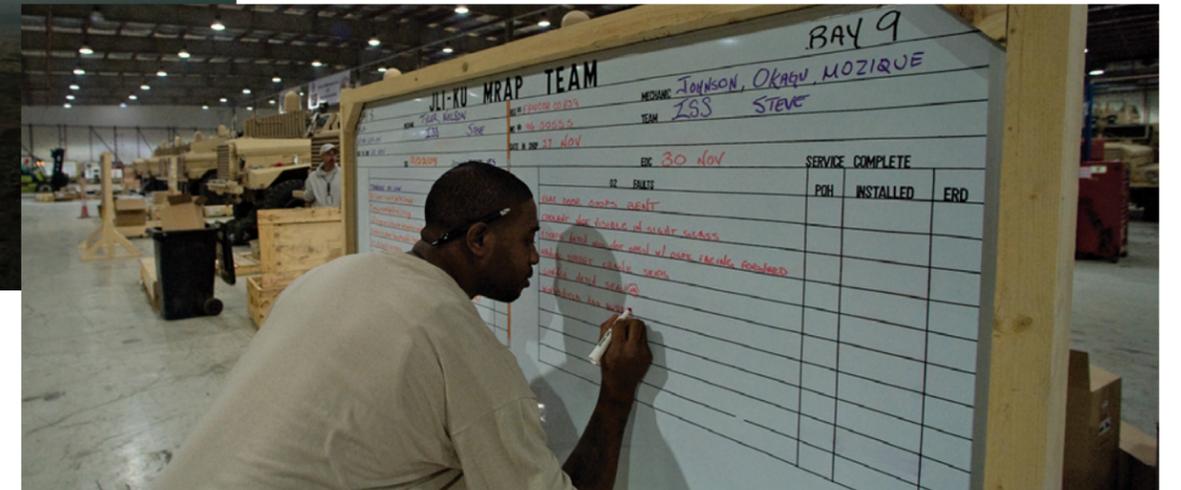
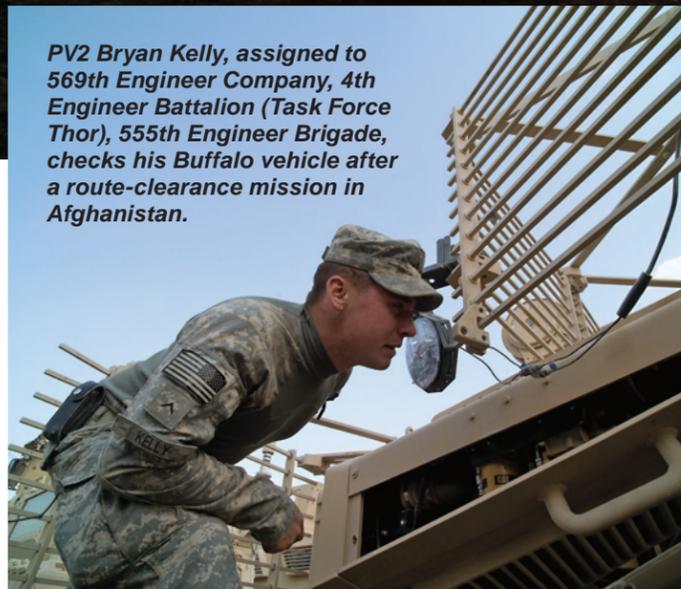
A C/5-158 Aviation Black Hawk medevac helicopter takes off from a remote Afghanistan hilltop shortly after the company's transfer from Iraq.



Left, SPC Darin Paine of the 569th Engineer Company checks his Husky vehicle. The company provides route-clearance support to forces based at Kandahar and to keep the base's main supply routes open. Below, a memorial at Task Force Thor's headquarters honors soldiers from the unit who have been killed in action since the 4th Engineer Battalion was transferred from Iraq to Afghanistan.



PV2 Bryan Kelly, assigned to 569th Engineer Company, 4th Engineer Battalion (Task Force Thor), 555th Engineer Brigade, checks his Buffalo vehicle after a route-clearance mission in Afghanistan.



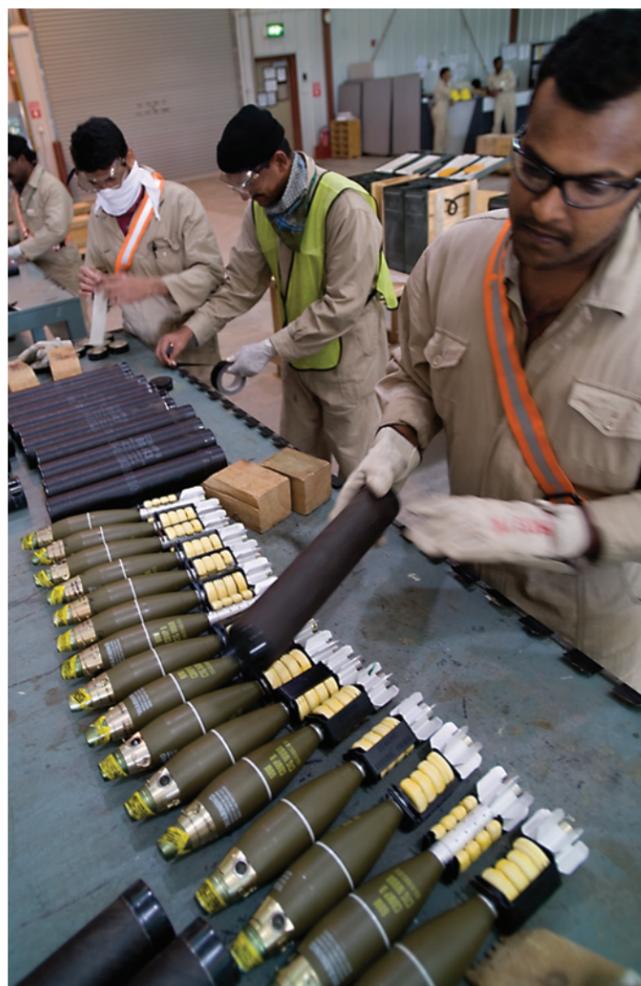
Left, MRAP vehicles line the enormous joint MRAP repair facility in Kuwait. The facility repairs and upgrades MRAPs retrograded from Iraq, most of which go to equip U.S. forces in Afghanistan. Above, a worker at the facility updates a status board.



Left, contract workers at Camp Arifjan sort equipment coming from Iraq for reissue down to loose nuts and bolts. Below, workers sort unused medical supplies coming from Iraq. Loose medical gear will not be used by U.S. forces; Third Army donates it for use in training medical personnel in other countries.



Above, Robert Wayne, chief of ammunition surveillance at Third Army's theater ammunition-storage area and theater ammunition-reclamation facility in Kuwait, double-checks quality assurance. Ammunition—from 9 mm pistol rounds to Hellfire missiles—is being retrograded from Iraq and inspected and reclaimed in Kuwait. Much of it is shipped to troops in Afghanistan. Left, contract workers repackage mortar rounds to original specifications at the theater ammunition-reclamation facility.



established for Iraq and Afghanistan. It is prepared to meet that mission, but it pushes for peace through exercises and dialogues with the militaries of many countries in its AOR to promote goodwill and better relations with the United States.

Third Army has maintained a forward presence in Kuwait since the end of the Gulf War. Its continued buildup of regional institutional knowledge and long-term relations has paid off in war, and someday it also could pay off in peace. ★



## 1st Sustainment Command (Theater) is the “First Team” for Logistics

By Lieutenant Colonel Richard T. Patterson  
Chief, Public Affairs  
1st Sustainment Command (Theater)

The 1st Theater Sustainment Command, headquartered at Fort Bragg, N.C., is the U.S. Central Command theater-level sustainment command. The command's mission is to execute operational sustainment support, to include Coalition Joint Reception, Staging and Onward Movement (CJRSO), redeployment and re-posture of forces and sustainment infrastructure in support of operations in the USCENTCOM area of responsibility (AOR). The commander's end state is to establish single logistics command and control (C2) by establishing steady state logistical operations throughout the USCENTCOM AOR by synchronizing and tailoring the logistical infrastructure.

“Our ‘First Team’ philosophy is *One Mind*—focused on the mission. We keep the Soldiers in the fight supplied with what they need to accomplish their mission; *One Heart*—willing to serve, because we have an enduring mission with 92 percent of the unit deployed; and *One Purpose*—to bring each Soldier home. It's a bond between Soldiers, and we realize what we do affects every Soldier on the battlefield,” said Major General James Rogers, the 1st TSC commanding general, who leads more than 10,000 men and women stationed throughout the CENTCOM AOR.

The 1st TSC synchronizes its multiple operations based on three priorities: (1) Buildup of Forces in Afghanistan; (2) Support to the Responsible Drawdown in Iraq; and (3) The Reset of the Army in CONUS and throughout the world. Priorities one and two were combined in April 2010 under the Third Army's Operation Plan “Nickel II.”

To carry out its priorities, the 1st TSC works in concert with a team of teams. As Third Army's primary logistics unit, it is made up of Soldiers,

Airmen, Sailors, Coast Guardsmen and civilians, and partners with Army Materiel Command (AMC), U.S. Transportation Command (USTRANSCOM), Defense Logistics Agency (DLA), and Surface Deployment and Distribution Command (SDDC), among many others, to support warfighters in Afghanistan and Iraq. Constant coordination and synchronization between this team of teams in concert with priorities established by U.S. Forces-Iraq and U.S. Forces-Afghanistan ensure Soldiers and commanders have what they need, when they need it. To ensure organization throughout multiple time zones, the unit maintains three command posts at Fort Bragg, N.C., Kuwait and Afghanistan.

"We are engaged in sustainment operations across the entire Central Command area of operations. We're involved with the drawdown of Iraq and the buildup of Afghanistan. This effort is huge and we're here to support and sustain as a team," said Brigadier General Xavier P. Lobeto, 1st TSC's Deputy Commanding General for Operations, who is heading a specialized team of experts from across the 1st TSC staff, assisting Joint Sustainment Command-Afghanistan (JSC-A) since January of this year.

The 1st TSC is the principal team conducting what has been referred to as "graduate-level logistics" in Afghanistan. The



challenges of moving supplies, people and equipment are enormous, considering Afghanistan is landlocked with limited road infrastructure, few airfields, rugged terrain and harsh weather conditions. But General Rogers and his team understand the significance of ensuring all 30,000 additional troops and their equipment arrive in Afghanistan to support USFOR-A's objectives.

To assist USFOR-A in meeting its objectives, the 1st TSC supports CENTCOM's AOR by tailoring the logistical infrastructure in Kuwait, Iraq and Afghanistan. One goal was to replace Maxx-Pro Mine Resistant Ambush Protected vehicles with Caiman MRAP vehicles in Iraq to accommodate commanders' needs in Afghanistan, where the Maxx-Pro version is in high demand as it is better suited to road and terrain conditions.

"Like the Maxx-Pro, Caimans meet all U.S. specifications to protect crew members from the effects of improvised explosive devices and they are effective and well-suited for the driving conditions faced by Soldiers of the 1st TSC," explained Brigadier General Nick Tooliatos, Deputy Commanding General for Support, 1st TSC.

But the unit moves more than vehicles. Since July 1, 2009, the 1st TSC has moved 1,770 tons of ammunition and more than one million items such as repair parts, general supplies, barrier material and packaged petroleum products worth \$90 million to Afghanistan, with most of it coming from Iraq.

"People are astounded when they hear the numbers that are literally in multi-millions of quantities of food and water, fuel, ammo and mail being delivered to more than 67,500 men and women in USFOR-A by our units," said General Rogers, citing the 135th Expeditionary Sustainment Command as well as its two subordinate brigades that control logistical operations for all regions of Afghanistan. "The 135th ESC's partnership with the 1st TSC and USFOR-A synchronizes the effort to ensure Soldiers have what they need before they realize they need it."

Meeting the warfighter's logistical needs is a huge challenge, not rivaled since the push across Europe in World War II. Last November the Defense Department's Undersecretary for Acquisition, Technology and Logistics, Aston B. Carter, called Afghanistan "the most important logistics challenge of all." Operational and environmental challenges of the location have required 1st TSC experts to be more creative. The logisticians' resourcefulness prevailed by way of enlarging and refining aerial resupply.

With aerial resupply essential for units operating in austere locations, a benefit of delivering supplies by air is that it keeps Soldiers off roads peppered with roadside bombs or other enemy activity. Requirements for Army airdrops in Afghanistan increased over time from 1.2 million pounds in 2005 to 20 million pounds by the end of January 2009. The 1st TSC was asked to determine what could be done to meet the increasing airdrop needs. After researching several locations, conducting site surveys and resolving multiple issues like whether the location could support C-130 and C-17 aircraft, munitions storage space,





life support, transportation and more, a rigging facility was established at Al Udeid Air Base, Qatar, with parachute riggers relocating their detachment there from Iraq.

But before troops use the equipment the 1st TSC delivers, they must first pass through another 1st TSC-led operation—a portal, or gateway, that coordinates movement in and out of the theater. Last year, the unit moved the equivalent of the population of El Paso, Texas—nearly 700,000 servicemembers—through the largest portal, Theater Gateway, for deployment, redeployment and leave.

Key to success of the buildup of forces in Afghanistan and the reset of the Army is the responsible drawdown in Iraq. As part of the team of teams supporting operations in the CENTCOM AOR, the 1st TSC is a direct reporting unit to Third Army. As the supported command for responsible retrograde and redeployment, Third Army provides the planning and direction for the 1st TSC to execute this vital mission. Even with U.S. military infrastructure improvements, eight years in Iraq means there is a great deal of accumulated combat vehicles, equipment and supplies to move, whether it be to Afghanistan or back to the United States into the Army's Reset Program. The amount of equipment being moved is astounding. On any given day, people in the unit move more than 180 pieces of heavy equipment and drive more than 3,300 vehicles in 90-plus convoys on routes totaling more than 500,000 miles, which is equivalent to 20 laps around the earth.

"We're always hungry for more predictability on this end, so our challenge is understanding when units are going to be finished with equipment," said Colonel Steven Elkins, 1st TSC Support Operations Officer, from his deployed Kuwait location. "But remember, they still have a fight. We realize there's still a need for equipment and vehicles as they continue to pull out of bases up there. As executors of the plan, we want to be able to forecast how much maintenance a piece of equipment needs, when to get it back and where it's going."

The 1st TSC instills a cost culture throughout its organization; that is, looking for the best value at the best cost, with leaders considering the most effective and efficient allocation and expenditure of equipment leaving Iraq. The unit makes certain equipment not needed in theater is returned to the United States to be refurbished and reset to ensure the Army is postured to meet future requirements.

In May 2009, the 1st TSC began retrograding 2.8 million items of organizational and theater-provided equipment with some of the material sent to Afghanistan. Much of the material is being returned to the Army inventory. For instance, 87,000 shipping containers were moved; if placed end-to-end, they'd reach from New Orleans, La., to San Antonio, Texas. Rebuilt and upgraded retrograde equipment from Iraq is an important part of plans to refit the Army. For example, 70 brigade-equivalent units (meaning about 1,250 vehicles and 250 standard 20-foot containers) were deployed and redeployed in fiscal year 2008, and 76 brigade-equivalents in fiscal year 2009.





Currently the 1st TSC coordinates more than 170 aircraft sorties moving 3,900 passengers and more than 1,000 short tons and 900 pallet positions daily.

In such a varied unit, there are even several detachments of Army mariners controlling transport ships in Kuwait, where waterborne Soldiers move equipment and vehicles from Iraq to Africa to Qatar and beyond.

In addition to supporting the warfighters in Afghanistan and Iraq, the 1st TSC also supports Task Force Sinai, a unit dedicated to supporting the mission of the Multi-National Force and Observers—an independent international peacekeeping organization established by the Arab Republic of Egypt and the State of Israel to monitor the security arrangements of their 1979 Treaty of Peace.

The sustainment community's ability to provide commanders with all the logistics, personnel and support necessary for mission accomplishment at the right time and place is essential to the success of operations. Whether it's supplying food, fuel, MRAPs, munitions and mail to troops in Afghanistan, conducting convoy missions out of Kuwait, hauling equipment out of Iraq or completing the retrograde mission for Nickel II, the 1st TSC's "First Team" continues to refine execution of its missions to become the single point for C2. ★





Reproduction of this report, in whole or in part,  
is authorized with appropriate acknowledgment of the source.

**Institute of Land Warfare**  
**Association of the United States Army**

2425 Wilson Boulevard, Arlington, Virginia 22201-3385

800-336-4570 [www.ausa.org](http://www.ausa.org)