

Army Logisticians: We

Sustaining The Force

U.S. Army News Service



Above, Sgt. Frank Avila works on a fuel pump in the motor pool bay. Right, Spc. Shaun Marsh, Company A, 209th Aviation Support Battalion, 25th Combat Aviation Brigade, refuels an OH-58 Kiowa helicopter in Iraq. The fueling point pumps about 7,000 gallons of fuel daily for air and ground vehicles.

U.S. Army/Spc. Daniel Beard



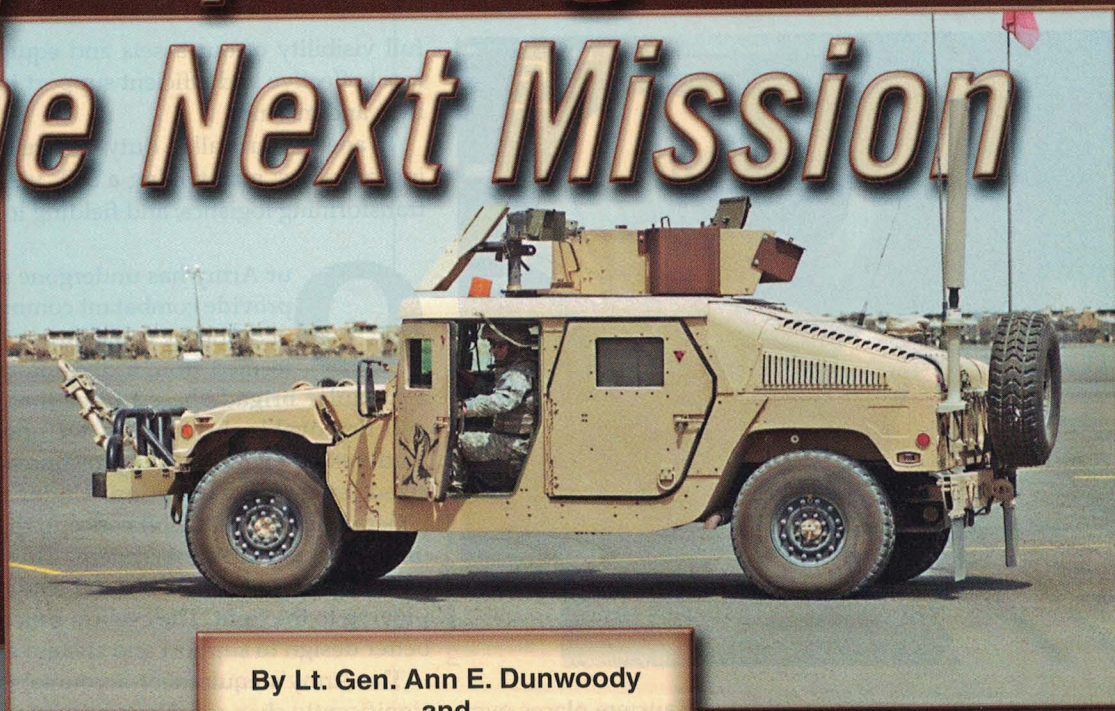
THESE ARE DYNAMIC
AND CHALLENGING TIMES
for America and its Army. We live
in a dangerous and uncertain
world. As we continue our mis-
sions worldwide and prepare for
increased commitments, we

face unpredictable demands. To prosecute
the Long War and to sustain our full range
of global commitments, the nation is count-
ing on the Army's ability to be ready for the
next fight or mission.

To succeed in current battles and future
challenges, the Army relies on logisticians to

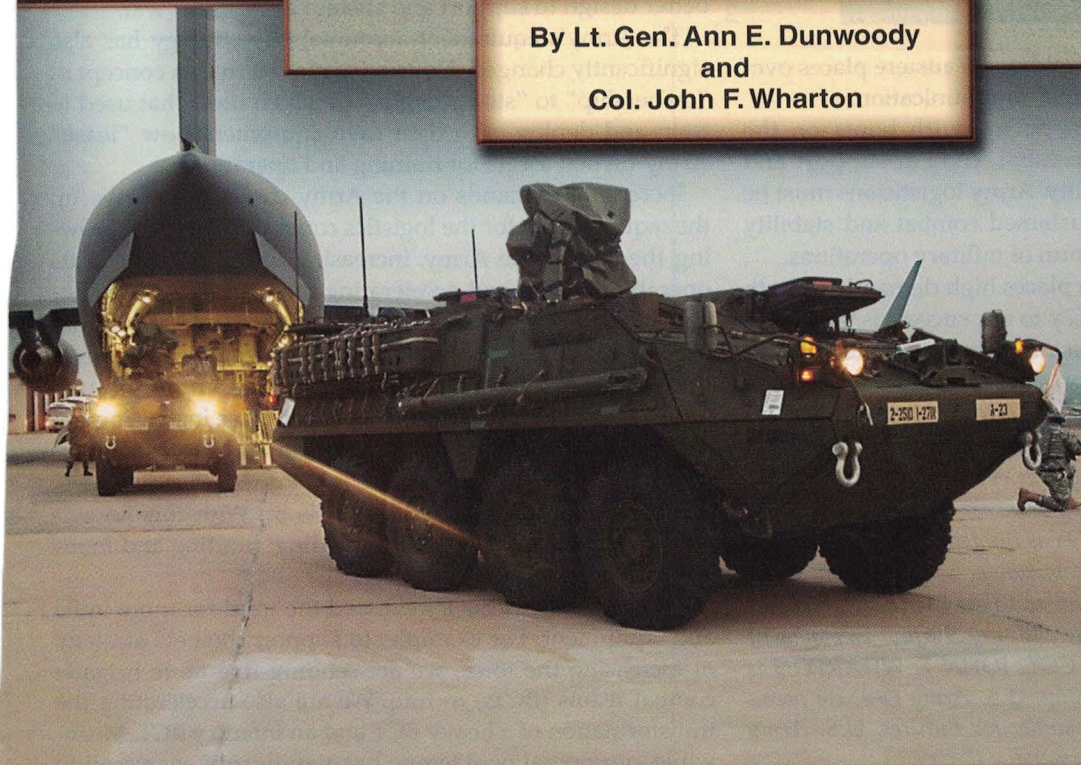
Have A Duty to Get It Right!

Preparing for The Next Mission



U.S. Army/1st Lt. Ryan Pace

By Lt. Gen. Ann E. Dunwoody
and
Col. John F. Wharton



U.S. Navy/Petty Officer 2nd Class Sandra M. Palumbo

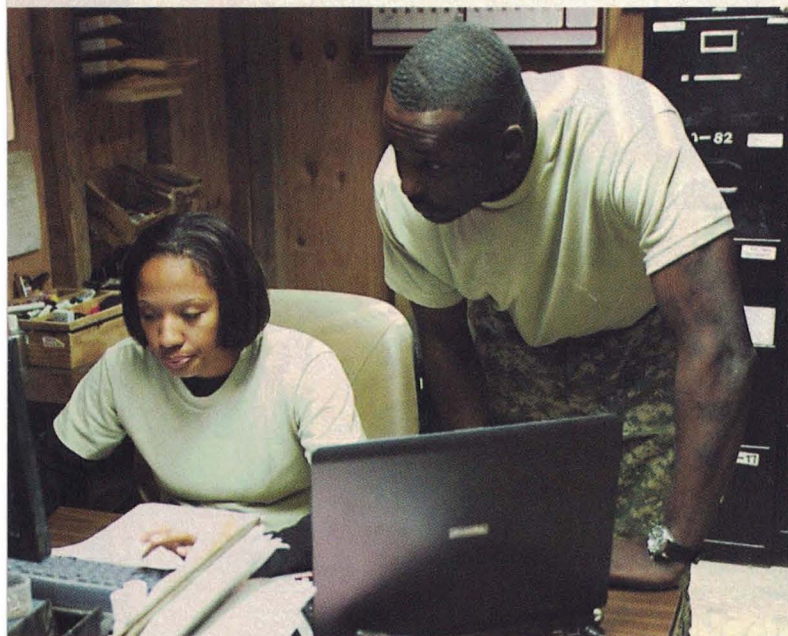
Above, a soldier training as a gunner enters an up-armored M1114 Humvee during lane training with the 57th Joint Logistics Task Force, for duty in Iraq. Left, two M1126 Stryker Infantry Carrier vehicles exit a C-17 Globemaster aircraft at Daegu Air Base, South Korea, in support of an exercise involving reception, staging, onward movement and integration.

Parachute riggers of the 600th Quartermaster Company from Fort Bragg, N.C., prepare a load of water and food for supply by air to remote troops.

Company A, 209th Aviation Support Battalion Spc. Lakisha Long, a stock control clerk, and Sgt. Lazarus Cromartie, the warehouse assistant NCO, review the supply control system at the Supply Support Activity in Iraq. Their warehouse stocks supplies from food items to complete aircraft engines.



U.S. Army/PFC Robert H. Baumgartner



U.S. Army/Spc. Daniel Bearl

deliver materiel readiness to soldiers in austere places over extended and dangerous lines of communication.

The Army counts on logisticians with boots on the ground to make sustained combat, combat support and combat service support a reality. Army logisticians must be ready to conduct prompt, sustained combat and stability operations across the continuum of military operations.

Today's operational tempo places high demands on both our people and equipment. Key to our success is the ability to maintain readiness and sustain the all volunteer Army. Army logisticians' boots are on the ground in more than 80 countries supporting the Army and joint forces. Today, logistics must sustain approximately 600,000 soldiers and their equipment around the globe. We must have constant,

LT. GEN. ANN E. DUNWOODY is the deputy chief of staff, G-4. She previously served as commander of U.S. Army Combined Arms Support Command and Fort Lee in Virginia and as commanding general of the Military Surface Deployment and Distribution Command. COL. JOHN F. WHARTON is director, Army Initiatives Group, U.S. Army G-4. He previously served as deputy commander for Futures, U.S. Army Combined Arms Support Command.

full visibility of our assets and equipment to provide the most effective and efficient support to soldiers, sailors, airmen and marines.

To answer our call to duty, we are focused on the following priorities: maintaining a 360° view of Army readiness; transforming logistics; and fielding logistics automation.

Our Army has undergone significant changes to provide combatant commanders with more expeditionary capabilities. Today, we have transformed from a division-centric legacy force to a modular brigade-based force that is more lethal, agile and deployable. In the past, we operated under a tiered readiness system that only resourced units to an authorized level of organization. Under the new Army force generation (ARFORGEN) concept, the entire Army is now on a cyclical readiness system. This system is more efficient in providing available and ready forces capable of deploying to the fight. The cyclical process has proven to be a better design to support and sustain an Army at war.

The Army's equipment accountability strategy has also significantly changed. Units have moved from a concept of "ownership" to "stewardship," in which units that used to train and deploy with their own equipment now "lease" Army-owned assets for training and operations.

Increasing demands on the Army continue to drive up the requirements for the logistics community. We are growing the size of the Army, increasing the number of units operating in Iraq and accelerating the transition to modularity to keep pace with current and future operational demands. We are also focusing on sustaining current assets through reset efforts and investing in the future through our modernization programs. To meet these increasing demands, our challenge is to understand and capture the total requirements. We must see and know what we have, who has it and what condition it is in. With this knowledge, we must create a holistic fielding, funding and modernization strategy.

Recent decisions have increased the need for more units and equipment. For example, to support the new strategy of increasing the force, we are sending five more brigade combat teams (BCTs) to Iraq. We are also accelerating the transformation of a heavy BCT and an infantry BCT. Meanwhile, our operational tempo has significantly increased to

a point where our equipment is being used four times its normal usage rates. At the same time, we are using our equipment well beyond its intended life span; our old, nondeployable or obsolete equipment is still authorized on our Tables of Organization and Equipment. To resolve this, the Army is systematically resetting and replacing damaged, destroyed and war-weary equipment and modernizing our weapons systems.

Other demands include the rebalancing of active and reserve components, as well as combat arms, combat support and combat service support units. The Army also continues to convert the remaining legacy force, mobilize and deploy Army National Guard and Army Reserve forces and grow the Army significantly.

The decision to expand the size of our ground forces reflects the commitment of our nation's leaders to fight the war on terrorism. While this force increase will enhance the depth and breadth of Army capabilities, it also requires a renewed sense of urgency from the logistics community. The resources needed to support increasing demands, such as the surge in forces and the growth of our Army, requires Army logisticians to expand the industrial base production, efficiently conduct reset, maximize ARFORGEN productivity and effectively support our warfighters.

Today, the combined effects of continuing high levels of strategic demand for Army forces, at home and abroad, compounded by long-standing deficits in equipment, modernization and infrastructure investment, place future readiness at risk. Maintaining a 360° view of readiness demands a common operating picture of all logistics needed to support operational requirements. This enables the Army to deploy, sustain, redeploy, reset, transport, equip and arm our nation's forces.

For the past five years, the Army has been able to sustain Operations Iraqi Freedom and Enduring Freedom (OIF/OEF) with ground equipment readiness rates greater than 90 percent. Our depot production is twice as high as pre-OIF levels. It is also the greatest output we have experienced since the Vietnam War. Reset, a series of actions to restore equipment to a desired level of combat capability, is well under way. Since 9/11 we have reset more than 200,000

pieces of equipment and weapons and have provided approximately \$193 million in depot support to other services. By the end of fiscal year 2007, our depots will have repaired approximately 117,000 major items of equipment. In addition, hundreds of thousands more items of equipment will be repaired at the field level.

Crucial to maintaining the Army's readiness is restoring its strategic depth. The soldiers deployed into current theaters of operation are the best trained, best equipped and best led in our Army's history. We have accomplished this, however, at the expense of our nondeployed forces. To rebuild the readiness of our nondeployed forces and ensure appropriate levels of readiness across all components over the long term, the Army must continue to invest in reset and Army prepositioned stocks (APS).

The use and reconstitution of APS since the start of OIF is evidence of both our strategic flexibility and our dedication to rebuilding strategic depth. Our APS assets were critical to operations at the start of OIF. Since then, we have transformed and reset APS 4 in Korea and APS 5 in Kuwait. Most recently, the APS assets are again confirming their flexibility as they meet the demands of the five-BCT increase in operations in Iraq. Both the APS and reset programs are proven enablers for restoring the Army's strategic depth and maintaining a 360° view of readiness.

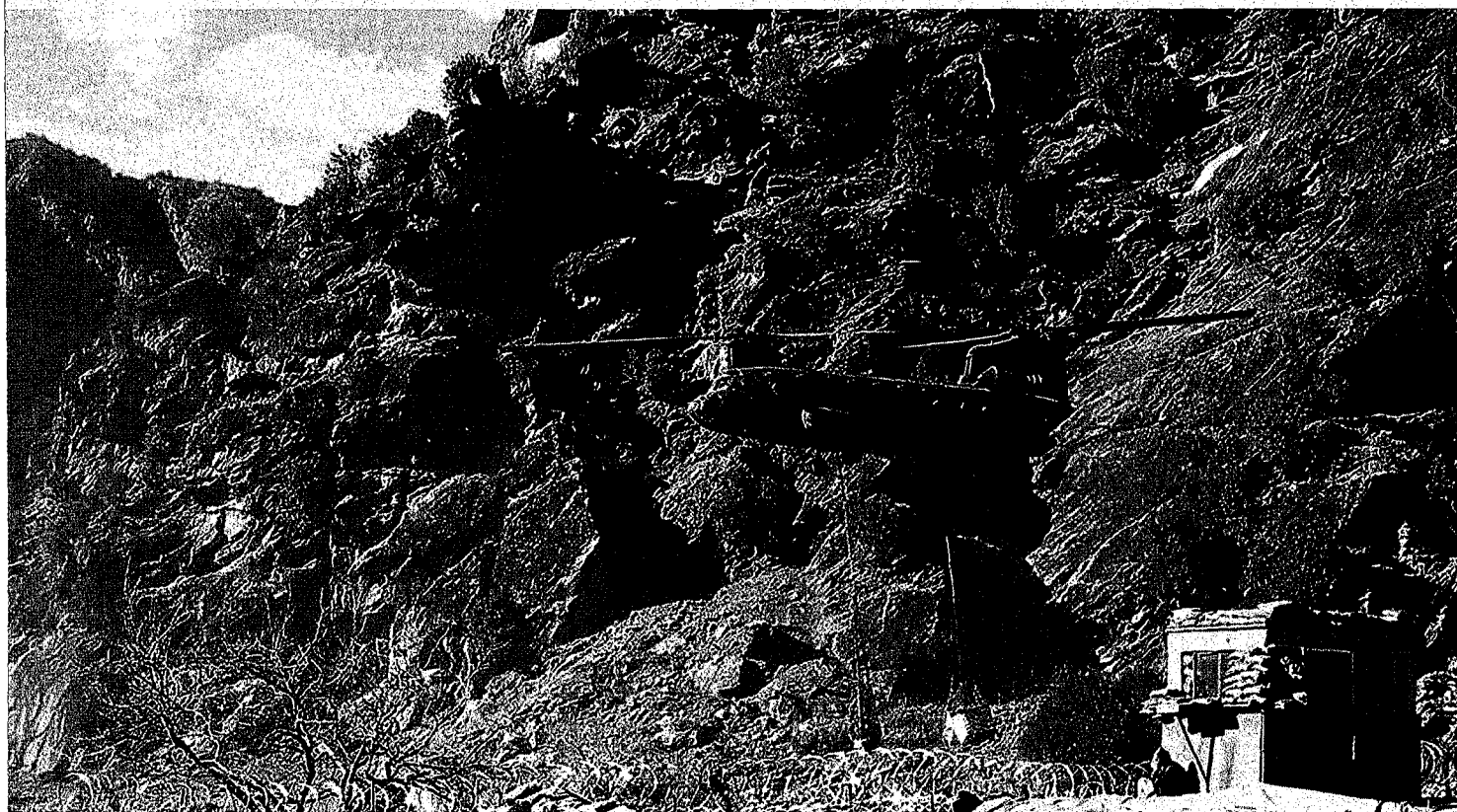
In an environment where force demand will increase, the Army continues to transform to a modular force and prepare soldiers for any challenge. As a critical part of the fight, we are working to ensure that logistics transformation keeps pace with Army transformation. We are now fully employing the logistics concept of support for modular forces with the activation of units capable of providing expeditionary and campaign-quality support to joint and Coalition operations.

We are rapidly transforming and employing these logistics organizations to provide our warfighters with im-

Distribution platoon members SSgt. Eric Curtis (left) and Spc. Norberto Preciado, both from Company E, 526th Brigade Support Battalion, 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), conduct a slingload operation to resupply a forward patrol base.



U.S. Army/Capt. Mark Whiteman



U.S. Army Sgt. Amber Robinson

A Chinook helicopter drops off supplies at Camp Keating, Afghanistan, before airlifting Task Force Titan soldiers north to Nuristan Province.

proved expeditionary capabilities. In the past, creating a unit and converting to the new design took approximately five or more years. Since 2004, the Army has redesigned and activated three of four new theater sustainment commands (TSCs), five expeditionary sustainment commands (ESCs) and 11 sustainment brigades. Seven sustainment brigades have deployed under the new configuration. Of special note, when the 10th Sustainment Brigade deployed to Afghanistan as part of Combined Joint Task Force-76, this unit demonstrated the new concept of modular logistics when it served as the sole sustainment entity in Afghanistan, supporting 26 forward operating bases. The success of the 10th Sustainment Brigade exemplifies how we are providing combatant commanders with improved logistics capability to support the expeditionary force. The 316th ESC, from the U.S. Army Reserve, will be the first ESC to deploy in Iraq. When this occurs, the Army will have transformed and deployed, for the first time, all of its modular logistics formations, providing combatant commanders seamless, end-to-end support from the national sustainment base to the forward deployed units in Iraq.

The Army Sustainment Command (ASC), a subordinate unit of the Army Materiel Command (AMC), now serves as a continental U.S.-based TSC and supports the deployment and redeployment of our forces. The ASC brings together the power of our strategic and joint partners in the national sustainment base. The Army field support brigades (AFSBs) are assigned to the ASC but operate under the operational control of TSCs or ESCs to integrate acqui-

sition, logistics and contracting requirements. Both the ASC and AFSBs are key to strategic and operational sustainment as well as the planning, coordinating and executing of our reset efforts.

We are also in the midst of transforming our generating force, which includes the institutional Army as well as organizations such as the Army Materiel Command. For example, AMC has assumed many installation supply and maintenance functions to streamline support. This allows AMC to manage maintenance and supply operations to optimize workloads at continental U.S.-based facilities. To improve the Army's distribution process, the Surface Deployment and Distribution Command was realigned under AMC.

Our transformation efforts also focus on our most important asset, our people. Today's environment is placing increasingly greater requirements on Army leaders at all levels. Our institutions must now train leaders who are confident and competent making decisions in ambiguous situations. Sustaining our Army requires leaders who are adaptive, innovative and flexible—pentathletes. Today's leaders must perform complex tasks across multiple roles and functions with relative ease. Now, more than ever, Army pentathletes must lead change, build teams, confront uncertainty and solve difficult problems.

Today's logisticians are moving from a predominantly functional leader-development program to a predominantly multifunctional "logistics corps" development pro-

gram. Logistics officers are accessed into the Army and initially trained in one of the three current logistics branches, Ordnance, Quartermaster and Transportation. Upon graduation from their Advanced Officer Course, they are inducted into the logistics corps. These officers might still be assigned to functional duty positions (that is, strategic transportation, petroleum or others) but their original branch specialty will become secondary to their multifunctional skills.

The Army's Combined Arms Support Command is reviewing the multifunctionality requirements for senior noncommissioned officers as well. We are ensuring that the logistics leaders of today and tomorrow are pentathletes who are innovative, adaptive and confident in leading soldiers and civilians in any situation.

Imagine trying to manage a \$230 billion enterprise that is in constant motion, without a corporate database providing total asset visibility. Imagine trying to calculate reset, repair and battle damage costs for equipment that has been deployed three to four years with usage rates more than four times their peacetime pace without corporate information systems. Imagine deploying and redeploying without your own equipment. That's the environment Army logisticians operate in today.

As the Army transforms and modernizes, logistics automation is an operational necessity. It is imperative to sustaining a campaign-quality Army because it provides soldiers with modern logistics automation systems to support readiness, warfighting and the transformation of the force. Once fully implemented, logistics automation will result in a single army logistics enterprise (SALE) that will enable the Army to make the transition from numerous, independent information technology systems to a seamless, integrated web-based environment. SALE will easily link to joint, financial and personnel systems, which will enhance both current and future warfighting capabilities.

Logistics automation provides a corporate solution to command and control the Army's resources and to assess the readiness of Army forces across all components, including the Army Reserve and the Army National Guard. This functionality enables significant improvements for the Army. For example, the newly established Organizational Clothing and Individual Equipment Central Management

Office uses logistics automation improvements to view across the Army's inventory and ensure soldiers are rapidly getting certain equipment they need.

This improved system expedited the process of outfitting soldiers in Iraq and Afghanistan with NOMEX flame-resistant uniforms and equipment. Commanders in the field identified needs for NOMEX items and sent the Army their operational requirements. With an improved enterprise view of readiness, a DoD team was able to rapidly identify the requirement and deliver more than 70,000 NOMEX uniforms to soldiers serving in OIF and OEF. Forward deployed forces are now, as a matter of routine, rapidly receiving protective, flame-resistant combat uniforms to protect against an ever-changing enemy.

Enhancing property accountability is another success story resulting from logistics automation. Since the beginning of the global war on terrorism, the Army has continued to place a tremendous burden on commanders to track equipment during multiple deployments. In order to bridge our legacy systems to the future we must deliver supply and maintenance systems that accommodate modularity now. Today, Property Book Unit Supply-Enhanced, Standard Army Maintenance System-Enhanced, Unit Level Logistics System-Aviation (Enhanced) and their enablers are in every unit.

These systems are integrated throughout the Army modular force structure and are essential to every unit's ability to properly equip soldiers and maintain unit readiness.

Staying focused on our three priorities enhances the Army's logistics readiness and provides combatant commanders with the sustainment they need to fight and

win the nation's battles. Our soldiers are young, dedicated, highly motivated men and women who volunteered to serve in the Army as a profession. The hard work of logisticians worldwide—soldiers, civilians, contractors and industry—is making a difference.

To enhance logistics readiness, every day our logisticians around the world must ask themselves: "Will we be ready for the next fight? Can we sustain full spectrum operations tomorrow?" They must be able to sound off, "Yes!" We all have a huge responsibility to see our soldiers get nothing less than our very best, and Army logisticians are answering the call to duty to get it right.



U.S. Army/Spc Daniel Beal

PFC Frank Mitchell, with Company A, 209th Aviation Support Battalion, moves pallets at the Supply Support Activity (SSA) on Contingency Operating Base Speicher. The SSA handles supply orders for more than 200 customers within Multi-National Division-North, in northern Iraq.