

Meeting the Challenges of ARFORGEN With The 1st Sustainment Brigade Sustainment Operations Center (SOC)

“Several Commanders recommended the use of Sustainment Brigades as an operations nucleus for ARFORGEN REST and the early stages of ARFORGEN TRAIN-READY, but this would be resource intensive. Consolidation of AFSB, DOM, DOSS, MSE G-4, and MSE G-4 players in a Unit Operations Center, commanded by a Division and run by a Brigade, would contribute and would also assist with regaining control of excess, concurrent with modernization efforts.”¹

-Division Commander Comments on Modularity Issues, 5 January 2010

Every Sustainment Brigade Commander undeniably struggles with the Army Force Generation (ARFORGEN) model. ARFORGEN is a Brigade Combat Team (BCT) centric concept that was designed to provide a structured progression of increased unit readiness over time resulting in recurring periods of availability of trained, ready, and cohesive units. Sustainment Brigades have been rotating through this model since their inception. Though there are varying viewpoints, one would be hard pressed to argue that unlike Brigade Combat Teams, Sustainment Brigades have multiple and unique challenges associated each stage of ARFORGEN.

Though each Sustainment Brigade is unique based on which installation they are assigned and exactly where they might fall within the ARFORGEN cycle, there is one common challenge. What is the Sustainment Brigade’s role in a garrison environment? Since transforming from Division Support Commands and Corps Support Groups, Sustainment Brigades have struggled with support relationships within the Division and on installations. In the 1st Sustainment Brigade, we believe that we have mapped the future of home station support with our Fort Riley Sustainment Operations Center (SOC). The SOC concept we have developed not only provides the Senior Commander of the installation visibility of deployable formations during the RESET and TRAIN-READY phases of ARFORGEN and assist in gaining control of excess as described in the Division Commander’s Modularity Report provided to the Chief of Staff of the Army; but it does much more.

¹ Division Commander Comments on Modularity, 5 January 2010. This was a memorandum provided to the Chief of Staff of the Army signed by LTG Mark P. Hertling, Deputy Commanding General for Initial Military Training. The recommendations provided to the CSA were based upon comments from 14 serving and former Division Commander’s comments on modularity.

Introspection: “The detailed mental examination of your own feelings, thoughts, and motives.”

One of my former Battalion Commanders who went on to become a General Officer in the Army once told me that it was better to be all fouled up and know about it than be all fouled up and not. The words didn't mean much to me as a young Captain at the time until I really thought about what they meant years later. What the boss was trying to tell me was that as an organization (at any level), we must constantly re-evaluate and inspect ourselves. In the process we can then keep our organization relevant, properly trained and on track with its required mission, or in the sustainer's case..... provide efficient support to the warfighter. What I like to call, a constant form of introspection.

So shortly after assuming command, I found myself asking that same question that other Sustainment Brigade Commanders ask themselves that was alluded to in the opening sentences of this article. What is the Sustainment Brigade's role here at Fort Riley in a garrison environment? The 1st SB was somewhat unique because the Brigade had just returned from a very successful 15 month deployment from OIF in December 2008. I was taking command of the Brigade and looking at about a 15 month cycle before I was to deploy the Brigade again in April of 2010. Several questions came to mind. Should I only focus on the RESET, TRAIN-READY and AVAILABLE phases of ARFORGEN for the STB and Brigade staff? What about the other 15 UICs in my Brigade that required C2 and certification, who were in their own ARFORGEN cycles and all on different timelines than mine? And if I only focused on the STB and my Brigade staff's Road to War (RTW), who was controlling sustainment operations/support for the other 72 UICs, four Brigades and three Brigade-sized TRA units from other CONUS installations that Fort Riley was responsible for? As I grappled with all these questions, I determined I needed to find out a way to do all three. Introspection was needed and it was needed fast.

In February 2009, we worked with all the sustainment agencies across the installation to determine exactly what the concept of support was for Fort Riley tenant units as well as those units at other installations that our Senior Commander had Training and Readiness Authority (TRA) responsibilities. The

results of our analysis revealed that our sustainment network was disjointed. We had numerous agencies (DOL, G4, an AFSBn, BSBs, CSSBs) conducting many working groups and meetings but there was no collaborative effort or synchronization. We lacked unity of effort and a central point of entry for all sustainment functions.

Collectively, we determined a way ahead through the development of a purpose, key tasks and an end state which would be later approved by the 1st Infantry Division and Fort Riley Senior Commander, MG Vincent Brooks. See *Figure 1*.

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1st ID Commanding General's Intent



Purpose: Establish a Sustainment Operation Center to synchronize the 1st ID and FRKS (including TRA units) sustainment operations.

Key Tasks:

- a. Synchronize 1st ID and FRKS (including TRA units) sustainment network
- b. Optimize 1st ID and FRKS ARFORGEN process (RESET and Train/Ready)
- c. Provide a common sustainment operating picture of 1st ID and FRKS (including TRA units); transparent when Senior Commander is forward
- d. Conduct key sustainment leader engagements from outside the Division
- e. Improve sustainment battle rhythm
- f. Certify installation sustainment readiness and continuity of operations

Endstate: 1st ID and FRKS (including TRA units) are prepared to deploy / redeploy, RESET and Train IAW ARFORGEN process.

Sustain to Victory!

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Figure 1

Additionally, as we analyzed our sustainment network and concept of support for Fort Riley, there were a few other goals that I felt prudent that we achieve in this process. First, I wanted to be able to use the SOC as a training venue for my staff as we travelled through our RTW up until deployment. I directed that it be designed so that we could adopt a “train as we fight” mentality. Most specifically, I wanted the same C2, ABCS and STAMIS systems incorporated in the SOC as would be in both our expeditionary command post

and the Brigade's SOC down range. The guidance I provided my staff was that our people should have the exact same workstation and common operating picture (COP) tools at Fort Riley that they would see in the CERTEX and our Kuwait deployment in April 2010. Secondly, MG Brooks' intent was crystal clear to me. He wanted constant visibility on the status of his forces in terms of sustainment functions during the RESET and TRAIN-READY phases of ARFORGEN. I felt the best way to do this was to attack in terms of the Army Core Enterprise outputs and CSA imperatives. If we could take this approach, we would succeed in assisting Fort Riley ARFORGEN units obtaining a trained and ready status. See Figure 2.

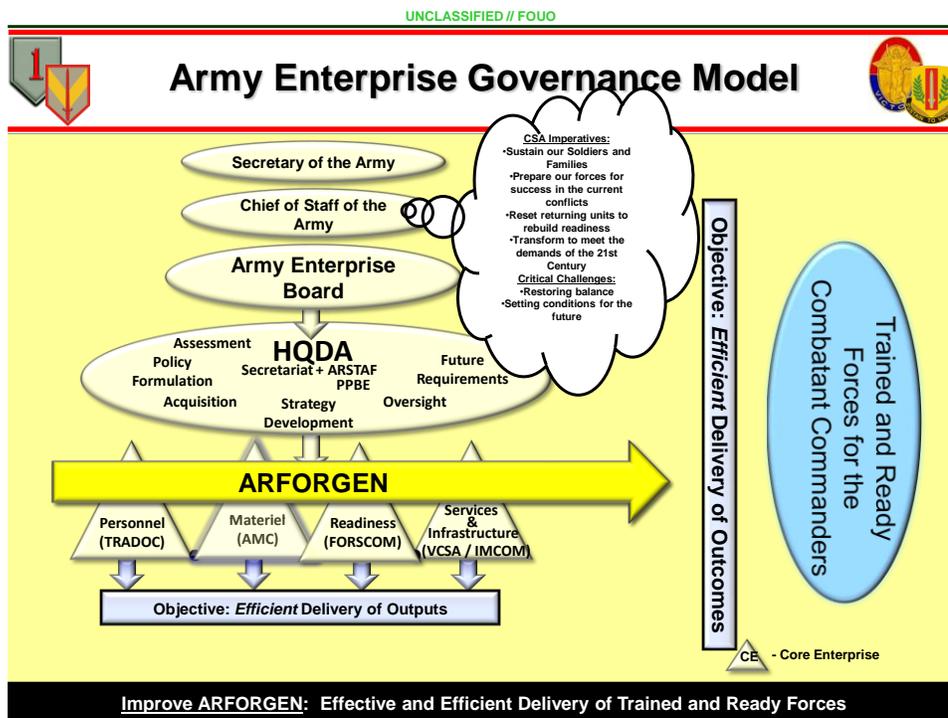
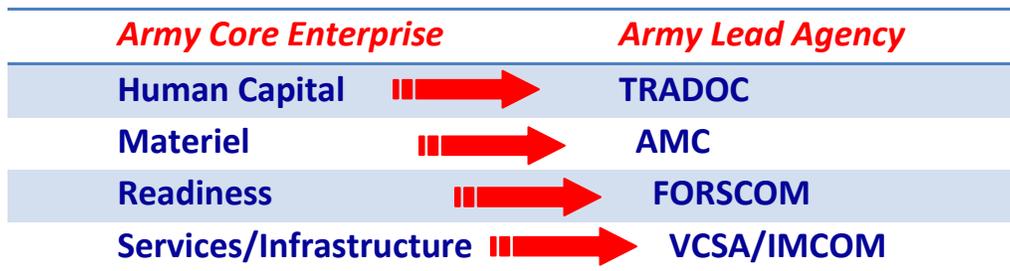


Figure 2

Three years ago, the Secretary of The Army and Chief of Staff of the Army put the Army on a path to restore balance – a point where we could meet the demands on our force at a tempo that was sustainable for our all-volunteer Army. In 2009, the Army continued to make progress toward this goal and the CSA imperatives; sustain our Soldiers and Families, continue to prepare our Soldiers for success in the current conflict, reset them effectively when they returned, and continue to transform for an uncertain future. Our Army was also directed to continue to improve how we acquire equipment, modernize our force, and

conduct our business, so that we remain good stewards of our Nation's resources. In response, the Army adopted what was called an Enterprise Approach – developing civilian and military leaders to take a collaborative, holistic view of Army objectives and resources to make better decisions for the Army.

The Army Enterprise Governance Model demonstrates the CSA directive to empower a four-star headquarters oversight on the Army’s four (4) core enterprises:



Each agencies objective was to provide efficient delivery of outputs from their core enterprise. The end state was that across the ARFORGEN spectrum, the combatant commander would receive trained and ready forces.

At Fort Riley, we looked very closely at the Enterprise Governance Model as we developed our concept of the SOC. In essence, it shaped our battle rhythm and design because our Senior Commander had the same desire as the supported combatant commander. The SC was responsible for providing those trained and ready forces and needed visibility on each of the enterprises as it applied to his formations as they cycled through ARFORGEN.

Thus, the overall SOC concept was born. As we conducted numerous IPRs and WGs with our Fort Riley sustainment partners to go over the Senior Commander’s intent and task and purpose of the Fort Riley SOC, we gained an appreciation for many other aspects that needed attention before we proceeded. For example, the rapid technological advances of our systems in recent years allow us to collect data and send it to anyone in minutes. Yet as logisticians, we are still making phone calls and sending emails while plugging numbers in spreadsheets to send our supported commanders out dated information.

We agreed that although our equipment has advanced, we remain stagnant in a time of spreadsheets and slide shows. Our systems could provide a

consolidated snapshot of any piece of equipment, class of supply or other area of interest within seconds. The technology was there; we just needed to capitalize on its use. Our ability to depict and access “real-time” data would be essential to improved sustainment readiness. Avoiding latency in our data would improve decisions related to each of the sustainment imperatives which, as we all know are essential to maintaining combat power. Much like the warfighter needs to shoot, move, and communicate; we needed to be able to coordinate, communicate, and respond. Working with near real-time data offers any logistician a significant advantage. In the development of our SOC, we wanted to ensure we took all this into consideration.

Build It..... And They Will Come:

In February 2009, the Brigade relocated to a new modular \$6.9M BDE HQs facility. Though the contract had considered office furniture and conference tables/chairs, it did not cover VTC, automation or operations center connectivity requirements. Though we had a Brigade Operations Center (BOC) room....it was “gutted” and empty when the Brigade moved in. Through stellar work of my SOC Chief, MAJ Charlie Fisher, Deputy Commander, LTC JP Silverstein and S6, MAJ Jason Coster, a concept was envisioned, developed and created in just three months from gaining the Senior Commander’s approval of our SOC concept. Contract cost was \$850K and required tireless hours of planning and coordination with the contractor in order to get the center fully operational in such a short period of time.

The final SOC design produced a 1,200 square foot facility with a 800 square foot raised floor, four levels of tiered seating (12 power outlets per tier), and 40 x roll away chairs and 40 x stationery chairs (seating capacity 80). It offers 72 x total laptop computers, 3 x LCD projectors, 3 x wall mounted cameras, 4 x 60” plasma TV monitors, 1 x Christie new-shallow depth video 8-cube display, 2 x matrix switches (1 x NIPR and 1 x SIPR), cable and satellite TV service, and a year to year renewable maintenance service contract. It also provides 32 x commercial telephones (8 per tier), 40 x NIPR drops, 40 x SIPR drops, 1 x TOCNET, and 4 x crew access units (CRU). In terms of ABCS and STAMIS, we incorporated 2 x Command Post of the Future (CPOF) systems, 2 x Battle Command Sustainment

Support Systems (BCS3), 1 x blue force tracker (BFT), 1 x SAMS-E, 1 x SASS-MOD, and 1 x SARSS 2A . See Figure 3.

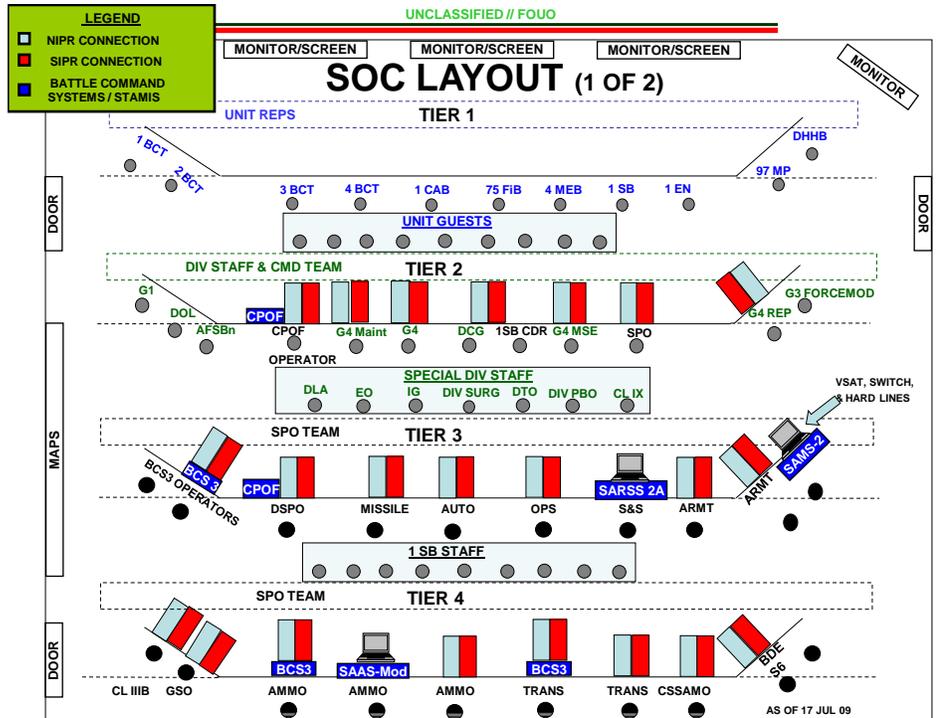


Figure 3

We manned the SOC with a staff of twenty (20) Soldiers from my Support Operations section, 1 x SOC Chief (Major), 1 x S6 NCO , 1 x Battle CPT, and 1 x Battle NCO. We also have stakeholders represented from across the other sustainment agencies on post; MSE G1, MSE G3, MSE G4, MSE G8, DOL, the AFSBn and Garrison. Other agencies such as the ITO are virtually connected.

In the end, we applied the logistic imperatives of unity of effort, visibility, and rapid and precise response; incorporating them into a single cell, the Sustainment Operation Center (SOC), managed by the SOC Chief with overall C2 provided by the Sustainment Brigade Commander. Several of the sub-functions of the sustainment warfighting function are represented in the SOC to include: maintenance, supply (to include ammunition), transportation, distribution, personnel services (HR/FM), field services, and medical services. Additionally, we felt it was essential to include all of our sustainment stakeholders from garrison within the SOC (Division of Maintenance (DOM), Division of Supply and Services

(DOSS), Installation Transportation Office (ITO), and DPW (Department of Public Works)). Having all the sustainment operations collocated, allows any supported unit to make a single phone call or e-mail to the SOC group account requesting a sustainment update. Information can range from the status of a part on order, the OR (operational readiness) rate of a unit, messages for help sent by units in STX/FTX training via BFT, the status of RESET of a unit within ARFORGEN, issues with Central Issue Facility menus or shortages, or ASL quantities of a particular Brigade/Aviation Support Battalion Supply Support Activity (SSA).

Standard Operating Procedures (SOP) were developed by the SOC Chief to clearly define roles and responsibilities, integrate priorities throughout the installation, and provide a common understanding of how the sustainment network should work on Fort Riley. The SOC SOP also established knowledge management rules of engagement so our higher headquarters in the Senior Commander's Joint Operations Center (JOC) could see the same common operating picture (COP) and data files we had established in the SOC. Supported ARFORGEN units also have complete access. The result was a unity of effort in sustainment that has enabled us to consolidate multiple meetings, establish sustainment/readiness priorities, and reduce redundancies. There were two keys to the SOP. First, the SOC was the responsible agent and central repository that consolidates all information for all to access. Secondly, representation from all commands as well as our supporting agencies would now come together once a week and have "buy in" with the overall process. Having the supporting commands and sustainment agencies present in a single session (both in the SOC and virtually via secure VTC) has focused resources in the right areas of need as well as reduced hours of parallel and duplicate work on common issues.

SOC Operations - What We Do Now:

ARFORGEN is about effectively and efficiently delivering trained and ready forces. As discussed previously, the Enterprise Governance Model dictates that TRADOC, AMC, FORSCOM, and IMCOM all focus on their respective core enterprise outputs as unit's cycle through ARFORGEN. We took those same roles and addressed them in terms that were consistent with Division-level enterprise outputs and responsible agents.

We added the Program Budget Advisory Committee (PBAC) because we needed visibility on budgetary status/constraints to make effective decisions:

<i>Army Core Enterprise</i>	<i>Army Lead Agency</i>	<i>1st ID Enterprise</i>	<i>1st ID Lead Agency</i>
Human Capital	TRADOC	Manning	G1/MSE G1
Materiel	AMC	Equipping	AFSBn
Readiness	FORSCOM	SRR/MRR	G4/MSE G4
Svcs/Infrastructure	VCSA/IMCOM	Facilities	Garrison
N/A	N/A	PBAC	G8/MSE G8

Figure 4 below depicts the SOC concept. All of our Brigades are in various stages of ARFORGEN. The idea behind the SOC is to have one central repository that monitors the status of each ARFORGEN unit based on the output of the five Division-level enterprise outputs. The sustainment agencies are all represented in the SOC (shown in the interior of the green sprocket) and focus on the five enterprises. The SOC in turn feeds the information to the Division Headquarters Joint Operations Center (JOC) in order to give the Senior Commander constant situational awareness and visibility of his ARFORGEN units. This is done in several ways such as through the weekly Commander’s Update Assessment (CUA), weekly Sustainment Synchronization meeting, SOC sharepoint, CPOF and BCS3. The JOC has the ability to see our COP and access our products 24/7.

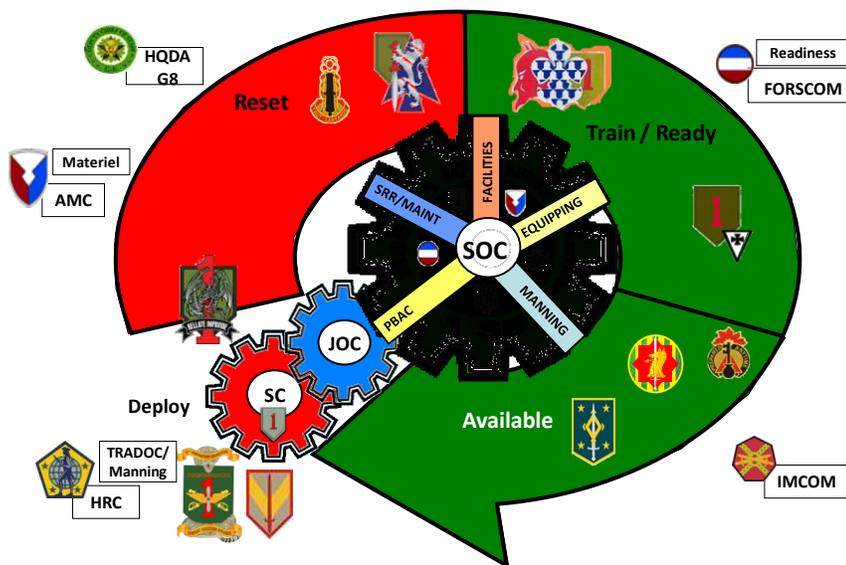


Figure 4

The battle rhythm established in the SOC consolidated about 11 weekly meetings into one meeting a week with all key players focused on a specific aspect or Division-level enterprise of ARFORGEN.

Subject Matter Experts (SME) address issues immediately during a combined meeting, the Sustainment Synchronization Meeting, focusing on one of the five enterprises weekly. Each session is chaired by the Deputy Commanding General-Support (DCG-S) with the exception of the PBAC which is chaired by the Chief of Staff. The Sustainment Brigade Commander co-chairs all meetings and fills in for the DCG-S in his absence. *See Figure 5.*

1 st Thursday	2 nd Thursday	3 rd Thursday	4 th Thursday	5 th Thursday (Every 3 rd Month)
Focus: EQUIPPING (Lead – AFSBn) (Alt – MSE G4) Chair: DCG Key Members: G4/G1/G8/DIV SURG G3 FORCEMOD/MSE BCT XOs DOSS/DPW SEP BN XOs DA – G8 Rep FORSCOM Rep DLA/DOM MEDDAC DENTAC BLSTs AMCOM Rep TACOM Rep CECOM Rep DMT DRMS	Focus: MANNING (Lead – G1) (Alt – MSE G1) Chair: DCG Key Members: G4/G1/DIV SURG/ G8/MSE G4 G3 FORCEMOD/MSE BCT XOs DOSS/DPW AFSBn/DOM SEP BN XOs DA – G8 Rep FORSCOM Rep Replacement Cdr MEDDAC DENTAC HRC Rep FORSCOM Rep Contracting	Focus: PBAC (Lead – G8) (Alt – MSE G8) Chair: COS Key Members: DIV STAFF MSE AFSBn/DOM BCT XOs SEP BN XOs RM/Garrison/DOSS/ DPW MEDDAC DENTAC	Focus: SRR/MAINTENANCE (Lead – G4) (Alt – MSE G4) Chair: DCG Key Members: G4/G1/G8/DIV SURG BCT XOs/MSE DOL/DOSS/DPW SEP BN XOs DA – G8 Rep FORSCOM Rep DLA MEDDAC DENTAC AFSBn/BLSTs/DOM AMCOM Rep TACOM Rep CECOM Rep DMT DRMS	Focus: FACILITIES/ INSTALLATION LOG CONTINGENCY (Lead – DPW) (Alt – DPTMS Plans) Chair: DCG Key Members: Garrison Cdr G4/G1/G8/DIV SURG G3 FORCEMOD/MSE BCT XOs DOSS SEP BN XOs MEDDAC DENTAC AFSBn/DOM



Figure 5

The meetings address any problems with staffing, equipping, budget resources, supply readiness, maintenance readiness, or facilities. This reduces time spent on follow up phone calls and bringing supporting agencies up to speed on the situation. We found that we were able to consolidate numerous separate meetings/working groups/boards into a specific meeting (Sustainment Synch) once a week. In turn, the SOC became the central repository of sustainment activities in support of ARFORGEN across post and was able to unite many different units and agencies. The goal of ARFORGEN is to have trained and ready forces for the combatant commanders. While monitoring day-to-day activities, the SOC can pull information on each unit’s process through ARFORGEN cycles to avoid any potential issues and to bring systematic problems to the attention of a higher authority. The systems working in the SOC will tie together supporting agencies, units within the garrison of Fort Riley, Kansas, and commercial partners. Garrison-wide visibility enables us to collectively work toward a common solution. The SOC is also using Battle Command Sustainment Support System (BCS3) to track daily status of manning, equipping, and maintenance activity. For example, the SOC can see a unit’s personnel strength and track shortages that affect a unit’s ARFORGEN HQDA mandated goals per cycle (80% at R + 180, >90% at

MRE/MRX – 45 days, etc.). All units property book (PBUSE) data is also readily available in BCS3 with established green, amber, and red color codes. Amber and red color codes denote R-3/R-4 LINS indicating an effect on readiness that requires immediate attention due to impacts on a unit's TRAIN/READY cycle preparation and execution. With the Unit Task Organization (UTO) feature established, the SOC can also track the daily maintenance status of pacing items or mission critical equipment regardless of their location or area of operations. Using the asset visibility option in BCS allows the operator to quickly find maintenance parts status beyond the status found in SARRS. Through collaboration with the BCS3 field representative and PM we are even working a way to track the status of buildings on Fort Riley and the equipment within them utilizing the Logistics Reporting Tool feature that can be accessed from any standard workstation once installed.

Pulling from different systems and tying into a common operating picture through the use of BCS3 has great potential to reduce man-hours. Consolidating all data into one COP (which all have access and visibility) is powerful. Additionally, supported units coming together in a single meeting/session with all the key sustainment players represented eliminates redundant efforts to similar issues facing multiple units. Having this standard repository with a shared foundation, the SOC is able to allow for rapid data analysis and transfer. A common data transfer point delivers a rapid and precise response, enhancing the efficiency of sustainment support to units traversing ARFORGEN.

By consolidating sustainment operations in one location, end users are able to call a single number or go to the SOC portal or BCS3 and receive reliable information on all sustainment operations. This increases the efficiency of a unit. Commanders will have a clearer picture of when their unit is ready for training, certification and deployment by having situational awareness of critical manning and equipping issues.

Additionally, 1SB has been successful in using the SOC to communicate and participate in BUBs (Battle Update Briefs) with organic units deployed to forward theaters allowing us to develop relationships with the RIP/TOA (Relief in Place/Transfer of Authority) unit several months before arriving.

Bottom line, the 1SB SOC fulfills all the logistic imperatives. The room is equipped to communicate through all the major ABCS and STAMIS systems that a deployable Sustainment Brigade must maintain and be proficient. This sustainment hub is a single point of contact for anyone to call for a logistical status. It is an operation center that mirrors facilities the unit uses in theater, and mimics the area support mission, while being in garrison. The SOC can reach out to any unit's data anywhere in the world and provide the commander an update. We can communicate through CPOF or VTC with anyone to monitor issues that our current Relief in Place/Transfer of Authority (RIP/TOA) unit is experiencing. All of this allows the 1SB to quickly and efficiently anticipate the conceptual mission and sustainment operations while supporting the Senior Commander's mission of ensuring optimum output of ARFORGEN (Trained and Ready Forces).

The Challenge: Enduring the SOC ("TF DURABLE")

With any great plan comes obstacles and challenges. As we developed the SOC, we all knew that our major challenge would be to determine a way to "endure" the operation as the 1SB deployed on its own ARFORGEN cycle. As long as the 1SB was at homestation, there was no doubt that the SPO shop and STB MTO&E was more than adequate to cover down on our center's design. So, how would we address the problem of allowing our SOC to endure and continue to operate on Fort Riley, Kansas while deployed?

Like other units, the 1SB was scheduled to deploy in support of OIF 10-11 in April 2010 for a year-long rotation. During this time, the SOC would still need to continue to operate and monitor sustainment for all of Fort Riley and supported TRA units going through the ARFORGEN cycle. In the past, a rear detachment would be established to C2 units on different deployment cycles and non-deployable Soldiers. However, in order to continue to use the SOC as planned, staffing by officers and NCOs with specific skill sets and expertise would be imperative. I could not afford to take these leaders and Soldiers "out of hide" based on the complexity of the 1SB mission for our April 2010 deployment. I knew I would need every MTO&E position downrange.

After looking at several COA's to include tasking BSBs on post to fill the gaps (who were on their own ARFORGEN cycles), we decided to go after a

Contingency Operations-Active Duty Operational Support (CO-ADOS) solution. Based on an analysis of the Fort Riley garrison TDA, we were able to find a majority of the C2 and sustainment MOS's we needed that were vacant. Using reservists under the CO-ADOS request process would allow us to cover down on the required C2 for the subordinate 1SB units at Fort Riley on ARFORGEN cycles of their own as well as SOC sustainment operations for ARFORGEN Fort Riley tenant/TRA units.

We pursued the CO-ADOS option for both a C2 element of a 1SB Provisional HQs (8 slots) and to fill the minimum number positions to “endure” the SOC (14 slots).

Before deployment in April 2010, we had gained approval and filled 20 of the 22 positions we went after for the CO-ADOS solution. We called the package, TF DURABLE and the composition is depicted below in *Figure 6*.

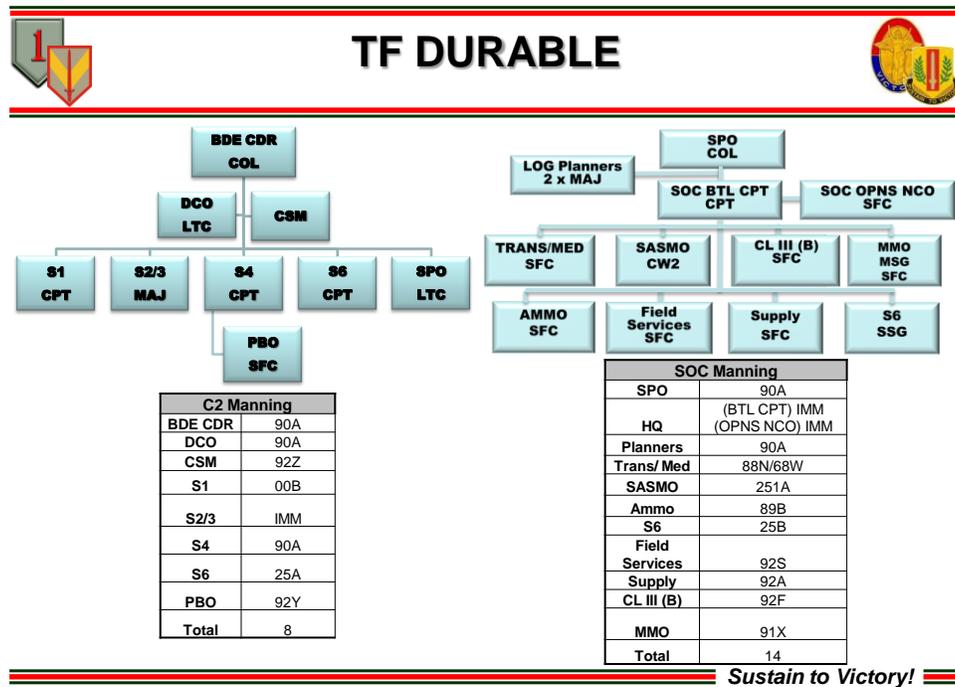


Figure 6

The key to gaining approval for the CO-ADOS COA at the DA level is ensuring that the following criteria is met:

- 1. Justification must be an overseas contingency operation (OCO).*
- 2. Requesting unit must do their own recruiting to fill positions (no unit mobilizations to meet this requirement).*
- 3. Requesting unit must find MOB TDA slots - such as Garrison MOB TDA.*
- 4. Can't create new structure to meet this requirement.*
- 5. Must use DAMPS-A to accomplish this support.²*

In our case, if we had not been able to use TDA slots from our Garrison here at Riley, we would not have been able to pursue the CO-ADOS option. DA will not support any initiative that requires new force structure. This is key.

TF DURABLE has provided a stop gap due to our deployment. But it is important to note that we encountered many problems associated with this process and that it was not an easy task to accomplish. For example, once we gained approval to move forward with the CO-ADOS option which took months of coordination with FORSCOM and DA, we initiated advertisements through HRC-St. Louis for recruitment. Applicants were then reviewed by myself and the Brigade CSM and those making the cut were interviewed either in person or telephonically. The applicants chosen were then processed through FORSCOM G-3 and sent to DA for final approval.

A good rule of thumb for the timeframe required for the CO-ADOS process is that it will take about eight (8) months from the time an SB wants the Soldier on the ground. Two (2) months for COA development and command approval, three (3) months for selections, and three (3) months for the production of orders. A very long and time-intensive process while you are trying to go through ARFORGEN and accomplish the many tasks associated with RESET, TRAIN-READY and Certification. I took my lead planner, MAJ Ty Bentinck and one of his staff officers, CPT Jostin Boyd who spent countless hours seeing this through to completion.

² DAMPS-A is the Army portal application for requesting and processing Active Duty tours for Reserve Component Soldiers. It supports RC Soldiers by enabling individuals to create, review, sign and monitor their voluntary AD tour requests. The system also supports Force Requesters and Reserve Component organizations by establishing a single process to electronically generate, process and approve AD tour requests from the Soldier up to HQDA.

Another drawback to this process is you have a range of Soldiers show up who have no understanding of your SOC concept, battle rhythm, and who have never met any of the other sustainment agencies or supported units across the organization. A RIP/TOA was planned for between my SPO and the incoming TF DURABLE team, but based on the long timeline associated with getting them to Fort Riley, many arrived within two weeks of our deployment. We were able to get a former BSB Battalion Commander, LTC Brian Tempest, to come on board and serve as my SOC Chief several months before TF DURABLE arrived and this helped tremendously in providing some level of continuity as TF DURABLE arrived and got settled.

The Future:

The way ahead for the 1SB SOC is constantly maturing. Our concept is challenging systems such as BCS3 to provide additional capabilities. Currently, the Combined Arms Support Command (CASCOM) does not have a Program of Instruction (POI) or Method of Instruction (MOI) of how a Sustainment Brigade provides area support in garrison. We believe that the 1SB has taken steps to develop a template for how area support can work in garrison. By working with all local sustainment agencies and providing a central location for commanders to receive sustainment support, the 1SB SOC concept has made the Sustainment Brigade relevant in a garrison environment. We have answered the question, “what is the Sustainment Brigade’s role in a garrison environment?”

Supporting agencies are sharing with units, units are sharing ideas, and commanders are able to come to a single point for sustainment updates. In a mere five (5) months the SOC went from an idea to a fully functioning operations center ingrained within the garrison. Clearly, a requirement was there. By designing the SOC, the 1SB Soldiers are able to train as they fight while providing a real world service to the installation where they reside.

In the new modular Army, warfighters rely on supporting agencies and outside units to continue to run operations while deployed. Though it is working to some degree for 1SB while currently deployed, the CO-ADOS solution is not the answer. It isn’t the answer because all installations do not have the force structure to support it as was the case at Fort Riley. The SB MTO&Es of the future

need to incorporate force structure to continue sustainment operations on the installations at which they are stationed. Much like the Early Entry and Main Entry Element division of the SB MTO&E now, an additional section should be incorporated to build force structure to support rear operations when the SB deploys. This would support the C2 of Sustainment Brigade Battalions, companies and platoons/detachments in various stages of ARFORGEN and endure SOC operations for the installation.

By standing up the SOC, all commanders have a single point of contact for any concerns with sustainment. Having trained and ready forces has become the common goal of our Army based on our prolonged era of persistent conflict. By utilizing the technology provided by systems such as BCS3, CPOF, and BFT, the logistician's man-hours can be dedicated to sustainment activities instead of filling out slides or spreadsheets with laden information. Working as a single entity, everyone will be focusing on the mission of training and equipping ARFORGEN units to be ready and deployable for the Senior Commander who in turn, can confidently provide them to the Combatant Commander.

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