
<p>DEPARTMENT OF THE ARMY</p> <p>HEADQUARTERS, UNITED STATES</p> <p>ARMY MATERIEL COMMAND 5001 EISENHOWER AVENUE ALEXANDRIA, VA 22333-0001</p> <p>LOGCAP Battle Book</p> <p>31 January 2000</p> <p>LOGISTICS</p> <p>CIVIL</p> <p>AUGMENTATION PROGRAM</p> <p>(LOGCAP)</p>	<p>Introduction & Background 2</p> <p>Battle Book Objectives. 3</p> <p>LOGCAP Defined 3</p> <p>Order of Battle 4</p> <p>LOGCAP Support Plans 5</p> <p>LOGCAP Courses of Action 6</p> <p>LOGCAP Menu of Services. 7</p> <p>LOGCAP Contractor C3 8</p> <p>LOGCAP Execution Process 9</p> <p>LOGCAP Turn-on & Approval Process. 10</p> <p>Crisis Scenario. 11</p> <p>Mission Statement 12</p> <p>Commander's Intent. 12</p> <p>LOGCAP Contractor Mission 13</p> <p>Operational Phases. 14</p> <p>Phase I - Planning 15</p> <p>Phase II - Deployment. 22</p> <p>Phase III - Operations. 34</p> <p>Phase IV - Hand-Off/Redeployment. 38</p> <p>Contractor Reports and Metrics 43</p> <p>End of Mission 44</p>
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Introduction

The purpose of this battle book is to demonstrate to the user how LOGCAP is employed to support a task force in an area of operations (AO). It uses the DA approved LOGCAP Generic Plan for an Undeveloped Country as a basis of the Concept of Support. For the purposes of this battle book, the AO for Operation Restore Order is notional.

Authority

LOGCAP is promulgated through AR 700-137. The HQ, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Logistics (DA ODCSLOG) is the DA Proponent for LOGCAP. The HQ, USAMC Office of the

Deputy Chief of Staff for Logistics and Operations
(ODCSLOG/OPNS) is the Program Manager.

Background



America's military forces are required to be the best trained, best equipped and most responsive in the world. When this leaner, high tech force is called to action, every soldier is needed to perform his/her duties on the battlefield. With increasing global commitments, the Department of Defense must look beyond military organizations to provide its

LOGCAP is a Contingency

Support Capability Which

Augments Rather Than Replaces Force Structure

logistics support. The Logistics Civil Augmentation Program (LOGCAP) is a proven solution to a constrained force structure in the most challenging, ever changing contingency operational environment.

The LOGCAP Battle Book has four main objectives:

- To define LOGCAP.
- To show why LOGCAP is a viable course of action for the commander.
- To explain the approval process to obtain LOGCAP support.
- To demonstrate LOGCAP deployment and employment capabilities during a notional contingency operation.

Battle Book Objectives



LOGCAP Defined



Logistics Civil Augmentation Program is an initiative by the US Army to pre-plan during peacetime for the use of civilian contractors to perform selected services in wartime and other contingencies to augment US forces in support of DOD missions. LOGCAP has proven to be

quite capable of providing adequate and timely support for unplanned, short-notice contingency operations.



"Logistics is the first battle, . . . If you lose the logistics battle, then there aren't anymore battles."

General John G. Colburn, 1999



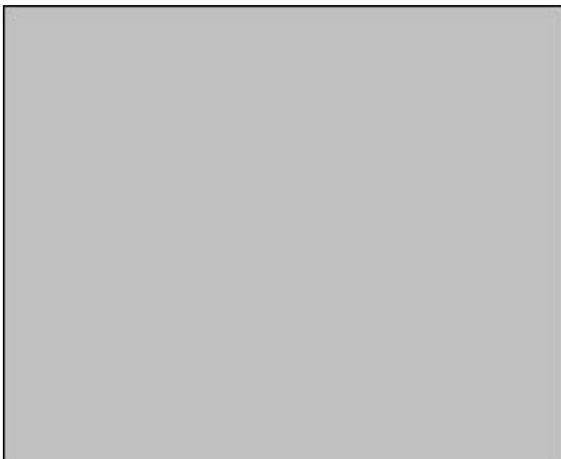
Most importantly, you must be able to "See the Battlefield" with LOGCAP as an element of the task force.



Coup D'oeil is French for "glance of an eye". It is a term of military science that refers to the days when great commanders could look across a battlefield and, 'with a glance', sum up the tactical situation.

This battle book provides you the "Coup D'oeil" to see tomorrow's military operations with LOGCAP as a part of your task

force.



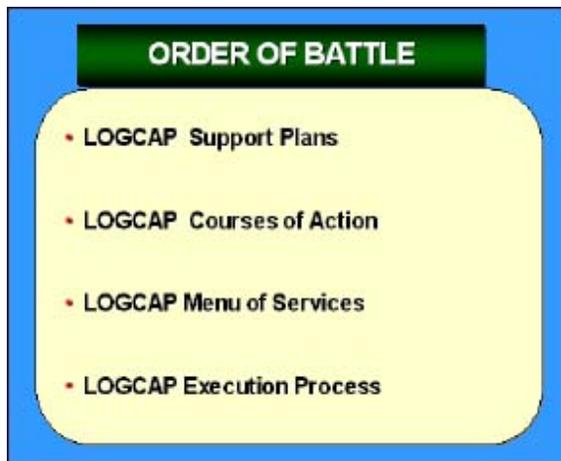
First, you will be introduced to the LOGCAP Support Plans. Following the Support Plans, this battle book will discuss the LOGCAP courses of action for entry into an area of operation. Next, you will focus on the LOGCAP Menu of Services available for the commander. Finally, you will walk through operations in a notional country in Africa as part of a task force.

We will portray a crisis scenario requiring a military response by a theater commander. Next, you will walk through the concept of operation, in typical Rock Drill fashion, to demonstrate how LOGCAP operates as part of a combined joint task force.



"The acid test of an officer who aspires to high command is his ability to be able to grasp quickly the essentials of a military problem."

Field Marshal Montgomery, 1958



Since 1992, LOGCAP has advanced tremendously in its ability to respond, with little notice, to military requirements. This success is attributed to LOGCAP's concept of global contractor support for planned or unplanned contingencies. The LOGCAP contractor, the USAMC Regional Planners, and the USAMC Logistics Support Element (LSE) use a continuous planning process to sharpen their focus for adequate and timely support of DOD worldwide contingency support requirements.

The USAMC Regional Planners and the LOGCAP contractor have developed generic plans that can be tailored to meet specific requirements for the US Army and other US services and agencies. There are two generic developed and undeveloped country management plans, and a host of regional and ASCC specific management plans that can be used to satisfy customer requirements. The LOGCAP Regional Planners can provide additional information on any of the LOGCAP Support Plans.

LOGCAP recognizes three courses of action (COA) for entry into an area of operation.

The first calls for LOGCAP to deploy ahead of the task force main body to establish reception, staging and onward movement capability, forward operating locations and logistics. The Task Force may precede LOGCAP in country with at least a Jump Command Post and security element. If the area of operations is undeveloped, much of the capability will have to be brought in from outside the AO.

If necessary, the LOGCAP contractor can further resource within the country for additional contingency support.

The second COA has LOGCAP deploying with the main body and augmenting the existing task force logistics, engineering, and construction elements. This scenario was used in Somalia to augment Task Force Mountain.

The third course of action uses LOGCAP to relieve task force units already deployed. This option was used to relieve XVIII Airborne Corps units in Haiti.

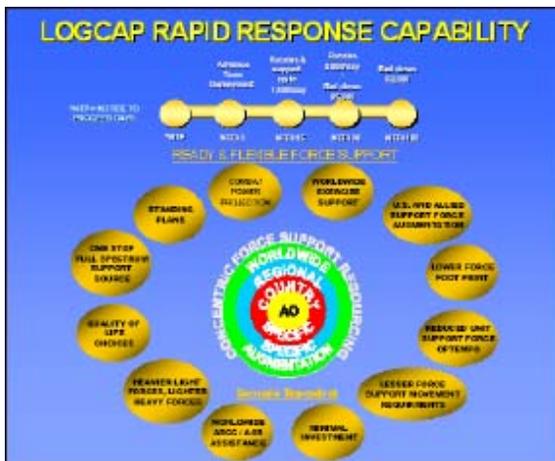
All three courses of action assume a minimum risk of hostilities, Operations Other Than War (OOTW), and protection provided by the task force. 🇺🇸



LOGCAP provides rapid, responsive support anywhere, anytime. The timeline of this chart provides a brief synopsis of LOGCAP support capabilities.

Concentric Force Support Resourcing is the key concept for enabling LOGCAP contractors to be rapid, ready, and flexible. This operational support principle attempts to secure as much civil sector support within the area of operations (AO), as practical, so that the initial transportation flow of civil sector personnel and material into the AO may be substantially reduced and the acquisition of needed support quickened. The bottom line is that LOGCAP has a substantial global capability for enhancing the rapid projection of combat power.

A key task for LOGCAP is reception, staging, onward movement, and integration (RSOI).



LOGISTICS CIVIL AUGMENTATION PROGRAM (LOGCAP)

**Program Manager
HQ AMC**

**Army Regulation
700-137**

AN INITIATIVE BY THE U.S. ARMY TO PRE-PLAN DURING PEACETIME FOR THE USE OF CIVILIAN CONTRACTORS TO PERFORM SELECTED SERVICES IN WARTIME AND OTHER CONTINGENCIES TO AUGMENT U.S. FORCES AND IN SUPPORT OF DOD MISSIONS.

LOGCAP'S COMPREHENSIVE CS/CSS AUGMENTATION CAPABILITY PROVIDES COMMANDERS AN ALTERNATIVE TO SOURCE SUSTAINMENT REQUIREMENTS.

LOGCAP CONTRACTOR AUGMENTATION MAY INCLUDE, BUT IS NOT LIMITED TO:

SUPPLY OPERATIONS	FIELD SERVICES	OTHER OPNS & SERVICES
-CLASS I (RATIONS & WATER)	-LAUNDRY & BATH	-MAINTENANCE
-CLASS II (ORGANIZATIONAL CLOTHING & EQUIPMENT & ADMIN SUPPLIES)	-CLOTHING EXCHANGE	-TRANSPORTATION
-CLASS III (POL-BULK & PKG)	-CLOTHING REPAIR	-MEDICAL SERVICES
-CLASS IV (CONSTRUCTION MATERIALS)	-FOOD SERVICE	-ENGINEERING AND CONSTRUCTION
-CLASS V (AMMUNITION)	-MORTUARY AFFAIRS	-SIGNAL
-CLASS VI (PERSONAL DEMAND ITEMS)	-SANITATION	-RETROGRADE
-CLASS VII (MAJOR ITEMS)	-BILLETING	-POWER GENERATION AND DISTRIBUTION
-CLASS VIII (MEDICAL SUPPLIES)	-FACILITIES MANAGEMENT	-STAMPS OPERATIONS
-CLASS IX (REPAIR PARTS)	-MWR	-PHYSICAL SECURITY
	-INFORMATION MANAGEMENT	
	-PERSONNEL SUPPORT	



Contractors, worldwide, augment US forces in support of DOD missions with prior planning or on an ad hoc crisis basis, per AR 700-137 and AMC PAM 700-30.

LOGCAP provides commanders a viable alternative for a full spectrum of augmentation support for the force during war and other contingencies. Commanders may choose, but are not limited to, any or all of the support capabilities shown here for tailoring LOGCAP requirements to a specific contingency mission. An integral planning tool used to provide superior service to the customer is the LOGCAP contractor organizational strategy.

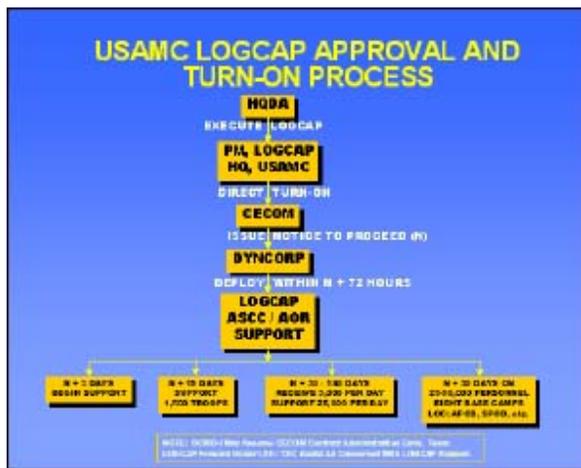


The LOGCAP contractor organizes his workforce similar to an Army logistics command. The organization has a headquarters with specific management capabilities. The organization is tailored as additional capabilities are required, a building block approach.

The LOGCAP Corporate Program Manager, located in the United States, maintains command, control and communications of the LOGCAP contractor force through an Emergency Operations Center (EOC) at his/her location. The EOC also assists in providing support using worldwide resources.

The corporate Project Manager is located in the Combined Joint Task Force (CJTF) area of operations, adjacent to the CJTF Headquarters. The Project Manager is the contractor's senior manager in the AO and is fully empowered to commit contractor assets against any tasking.

The LOGCAP contractor organization consists of four major elements: the Logistics Operations Division, the Engineering Services Division, the Rear Support Area, and the Forward Support Areas.



Once HQDA approves the use of LOGCAP, PM LOGCAP is given the notification to execute LOGCAP. This initiates Team LOGCAP to begin the parallel planning process with CINC planning cell personnel. The Procuring Contracting Officer (PCO) from Communications and Electronics Command (CECOM) will officially direct the LOGCAP Turn-On.

Once funds are allocated, the PCO issues the Notice to Proceed (NTP) to the LOGCAP contractor. Within 72 hours, the contractor must be in the area of responsibility ready to provide support to the customer as annotated on the chart above.



The use of LOGCAP links supported commands to worldwide industrial and other civil sector resources, thereby augmenting US forces with a vast and flexible commercial capability to support contingency operations.

While primarily focused on support to US Army forces, LOGCAP can provide support to other US military services, coalition and/or multinational, and other government/non-governmental agency components in support of joint, combined, coalition, and regional forces.

CRITERIA FOR LOGCAP USE

- Requested by the CINC/ASCC
- Supports a DOD mission
- Executed during a contingency
- Releases military units from other mission: may fill unit shortfalls
- Is approved by the HQDA





The LOGCAP execution process is described through an operational scenario. This sets the stage for the sequence of events that are to follow.

The notional Western African country of Vogaria has become politically and economically unstable. The government remains in control of Queenstown, the capital, but little else. Factional fighting outside the capital has created large numbers of displaced civilians. Large scale famine and disease are feared. The Vogarian government has sought assistance from the United Nations, the United States, and Canada.



Due to the location of this contingency, EUCOM will assume responsibility for this mission. The EUCOM Commander's intent provides an overview of the anticipated task, how it will be accomplished, and the end state of events prior to redeployment. Additional CINC responsibilities are to assist Host nation and international relief agencies in the delivery of humanitarian aid to internally displaced persons in Vogaria, to reduce death, disease, and starvation, and to conduct operations within the condition of a low level threat.

INTENT (USCINCEUR)

Purpose. Assist the government of Vogaria in securing key population and/or commercial centers, transportation hubs, and inter-national road networks.

Method. Deploy a CJTF to Vogaria, in coordination with LOG CAP, Host Nation officials, AMEMBASSY Vogaria, HRAS, and DOS Disaster Assistance Response Team.

End State. The United Nations recognizes the political stability of Vogaria and accepts the transfer of the CJTF mission to a United Nations peacekeeping mission.

CJTF MISSION

CJTF VOGARIA (VFOR) DEPLOYS TO CONDUCT OPERATIONS RESTORE ORDER TO OPEN HN LOCs, RESTORE ORDER, STABILIZE INFRASTRUCTURE AND SUPPORT THE HUMANITARIAN AGENCIES. BE PREPARED TO HAND-OFF MILITARY OPERATIONS TO UNITED NATIONS OPERATIONS VOGARIA (UNOVOG) ON OR ABOUT D+150 AND, ON ORDER, REDEPLOY THE FORCES OUT OF THE AOR.



In supporting the mission, the CJTF Commander will deploy 25,000 military personnel, to include 2,200 Canadian soldiers. The majority of the soldiers will arrive in theater via military aircraft. The remaining will arrive with the major pieces of equipment on ships.

Assuming the force requires a significant combat and combat support element, the constraint on the force poses a significant challenge in the area of logistics.



The Commander's Intent provides guidance on how the mission will be accomplished and brings to focus certain areas of importance. Additional tasks of the CJTF are to establish and provide security for the population and/or commercial centers, transportation hubs, international road networks, and to open lines of communication in the country.

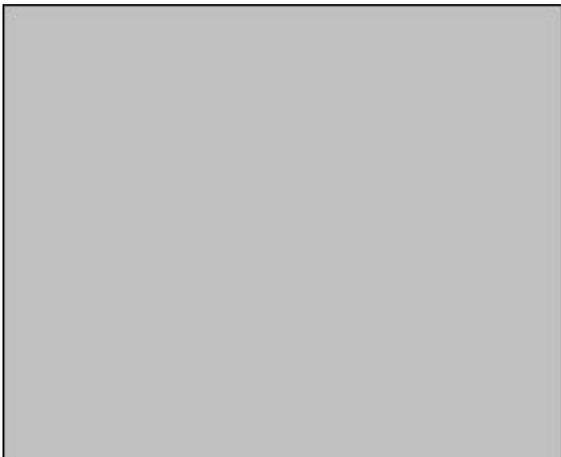


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 *"The art of war is, in the last result, the art of keeping one's freedom of action."*

Xenophon



CJTF CDR's INTENT

- CJTF will deploy to rapidly restore order in Vogaria. We will enter the Capital Region first, then expand our influence to the less secure outlying provinces. I expect to commence saturation within the operational boundary lines in 72 hours.
- Commanders will commence operations with maximum force protection until I direct otherwise.
- Every effort will be made to logistically optimize operational capabilities and to facilitate humanitarian agency operations.
- Planning for the hand off to the United Nations, Vogaria and redeployment will begin immediately.



CONTRACTOR MISSION

On order, the LOGCAP Contractor will provide engineering, construction, and logistics support to designated units in the country of Vogaria for 25,000 personnel for 180 days. Upon conclusion of the CJTF mission, provide redeployment support for units departing the area of operations. Be prepared to support additional personnel or emerging functional requirements.

The Commander must be aware of LOGCAP capabilities and procedures to obtain LOGCAP support.



Contractor mission requirements are defined in the LOGCAP Generic Plan for an Undeveloped Country. The Statement of Work (SOW), established during the planning process by Team LOGCAP, is critical to the contractor because it provides direction concerning:

-What the contractor will do.

-At what quality levels.

-And for how long.

Page 18 provides additional information on the SOW.

The contractor's intent is to conduct parallel planning with the CJTF planners. Upon notification, the LOGCAP contractor can immediately send an experienced representative to theater headquarters to coordinate planning actions between the EOC planners at corporate headquarters and those of the CJTF planning cell.

Once the initial planning is complete, the contractor will provide a cost estimate or "Rough Order of Magnitude" (ROM) for the government within 24 hours of PCO notification. The contractor will also mobilize personnel and equipment quickly and maximize use of local resources wherever possible.

The contractor also intends to deploy an Advance Team within 72 hours of Notice to Proceed to the AOR.

 The LOGCAP Generic Plan for an Undeveloped Country provides the basis of support for Operation Restore Order. In general, LOGCAP's generic support plans provide a baseline for the commander to determine specific LOGCAP requirements.

The supported CINC and the ASCC will provide a Concept of Operations and a Statement of Work to enable the LOGCAP contractor to tailor capabilities to meet their needs.



Operation Restore Order has four operational phases. The LOGCAP Concept of Support will be developed using these same phases.

We are currently in the Planning Phase. CJTF planners, located at EUCOM Headquarters, are developing the CJTF Operations Order. The LOGCAP Program Manager has requested members of Team LOGCAP Forward be prepared to deploy planners to EUCOM Headquarters.

The CJTF will conduct limited air and ground reconnaissance in Phase I. This will include analysis of the host nation's functional logistics infrastructure to include air and ground transportation, maintenance

services, medical services, engineering, construction, power generation, and sources of supply. Concurrently, the LOGCAP contractor is conducting similar analysis to identify vendors and subcontractors in the host country and surrounding region.



The LOGCAP contractor conducts worldwide and focused planning. Worldwide planning is a deliberate planning process that generates living generic and regional LOGCAP plans for theater commanders.

Focused planning begins with the identification of a specific mission in the crisis action planning process. Since there is no specific plan for this notional region in Africa, the planners will adapt the Generic Undeveloped Country Plan to this scenario. The Generic plan contains engineering and logistics planning for a force of 25,000 for 180 days. All tasked missions for this contingency are included and an appropriate ROM is developed.



"Figure out how to do things so you can get the maximum effect and least bloodshed."

Sun Tzu, The Art of War,

circa fourth century B.C.



The mobilization of Team LOGCAP Forward begins in Phase I and continues throughout the operation as additional resources or replacements are needed. Team LOGCAP Forward will deploy from US Army Materiel Command, Alexandria, Virginia. The contractor will deploy from his corporate headquarters and assemble personnel at multiple mobilization sites.

Team LOGCAP Forward Planners will deploy within hours of mission notification to the theater planning site, in this case, EUCOM Headquarters. Both PM LOGCAP and LOGCAP Contractor Planners are listed on deployment rosters for this purpose. All personnel will prepare for overseas movement (POM) at military installations, in this case, Fort Benning, GA and EUCOM.

Personnel may also be required to participate in a Situational Training Exercise (STX) to prepare them for entry into Vogaria. Team LOGCAP Forward personnel will deploy to the area of operations as soon as possible, based on the CJTF Command guidance, security, and available transportation.



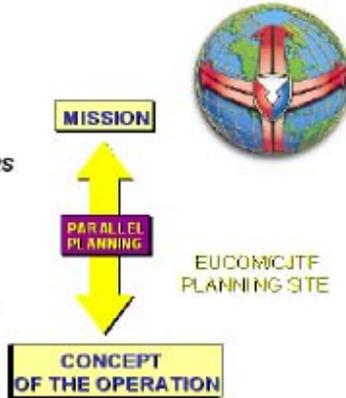
 Team LOGCAP Forward deploys worldwide in support of any contingency using LOGCAP capabilities. Team LOGCAP Forward facilitates the teaming of the customer and the contractor for peacetime planning, exercises, and program execution during military operations. They provide a single, centralized structure responsible for LOGCAP execution.

 *"The icy cold, the lack of shelter, the shortage of clothing, the heavy losses of men and equipment, the wretched state of our fuel supplies, all this makes the duties of a commander a misery, and the longer it goes on the more I am crushed by the enormous responsibility I have to bear."*

*Colonel-General
Heinz
Guderian,
during the
German
advance on
Moscow, 1941*

TEAM LOGCAP

- > PM LOGCAP
- > CECOM PCO
- > CONTRACTOR
- > U.S. ARMY CORPS OF ENGINEERS
- > DEFENSE CONTRACT MANAGEMENT DISTRICT-INTL
- > LOGCAP SUPPORT UNIT
- > LOGISTICS SUPPORT ELEMENT



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Colonel-General Heinz Guderian, during the German advance on Moscow, 1941



The Statement of Work (SOW) specifies the personnel, products, and services required in terms of tasks.

The SOW enables the LOGCAP

EXAMPLE OF SOW TASK

- OPERATE DINING FACILITIES FOR 180 DAYS:
 - D+15 to D+30:
 - T-MRE-T Ration Cycle
 - MREs for midnight meal
 - D+30 to Redeployment:
 - AAA Ration Cycle
 - Box lunches for midnight meal
 - Ice @ 2 lbs. per soldier per day
 - Army provides Class I

contractor to develop a ROM cost estimate and to plan and accomplish work in the most efficient and economical manner.

A general requirement is that the contractor meet Army theater of operations standards for all services and support. The LOGCAP customer is responsible for developing the SOW.

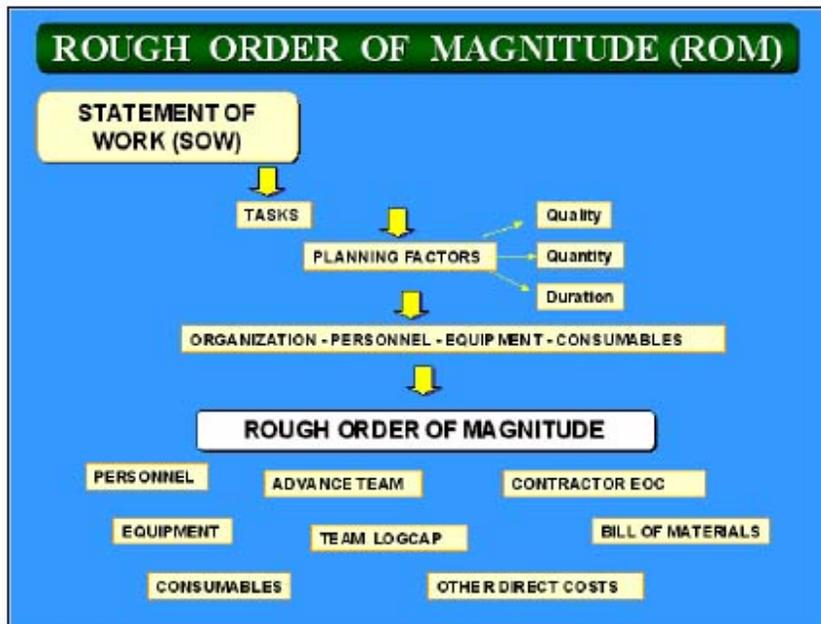


The LOGCAP contractor can support just about any requirement needed. The issue becomes how much funding can the customer provide.

In some contingencies, factors such as distance, terrain, climate, resource availability, and area of operations may become cost drivers for contractor support. In other cases, choice of services, customer quality standards, and deployment timing may increase the costs.

Without a comprehensive and concise SOW, additional costs are likely to occur.





The ROM is developed based on the specific missions and tasks identified in the Statement of Work.

The Statement of Work defines the planning factors of quality, quantity and duration used to develop the LOGCAP contractor organization, personnel, equipment, and consumable supplies to support the operation. The more detailed the Statement of Work, the better the contractor can estimate what materials are required and what it will cost to provide the support.

Once the LOGCAP requirements are quantified, the contractor prepares the Rough Order of Magnitude cost estimate. The ROM details the cost of personnel by position, and equipment and consumables by line item. The ROM includes costs for the contractor Advance Team, Emergency Operations Center and other direct costs such as transportation and administrative expenses. The camp Bill of Materials and cost for Team LOGCAP Forward are also shown in the ROM.

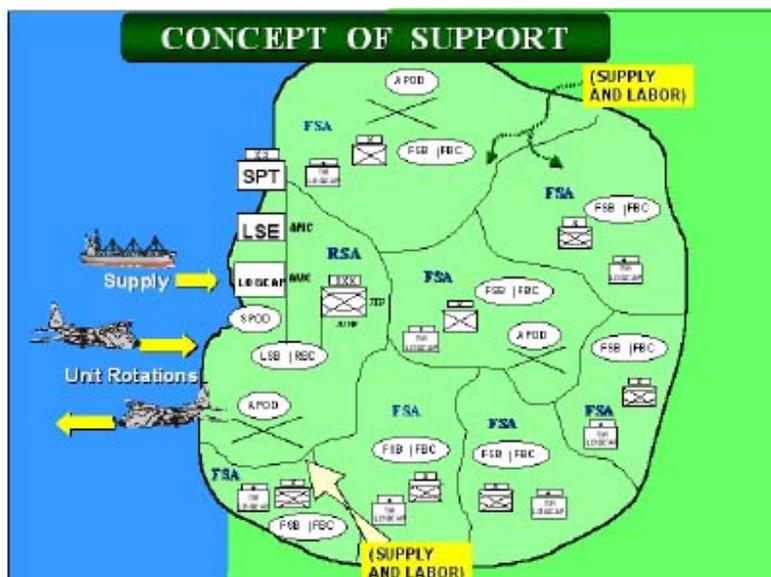


The Combined Joint Task Force (CJTF) will enter the AO at D-day through the air and sea ports of debarkation. The CJTF security force, CJTF headquarters, and logistics elements will gain initial entry to the AO to prepare for arrival of the CJTF main body.

Brigade size task forces will arrive and stage in the RSA, then move to their designated objective areas. Initial priorities are force security and establishment of lines of communications.

The LOGCAP contractor will arrive in the area of operations, establish logistics capabilities, build forward operating locations, and prepare for arrival of the CJTF main body.

Team LOGCAP and the CJTF Planning Staff developed this concept of support during Phase I.



The CJTF Support Command will coordinate all logistics support for the area of operations.

Elements from Team LOGCAP Forward will gain early entry into the theater to establish logistics capabilities and begin to fulfill the customer's requirements. Each objective area will have a Forward Support Area (FSA) that includes a logistics Forward Support Base (FSB) and the Forward Base Camp (FBC). These will be operated by LOGCAP elements in support of the unit task forces.

To control costs, maximum effort will be made to acquire logistics support and labor from the host nation or from regionally available support (RAS), rather than use inter-theater support.

The LOGCAP contractor will provide a Rear Support Area (RSA) manager and seven forward support area managers that are responsible for all activities in their specific operational area.

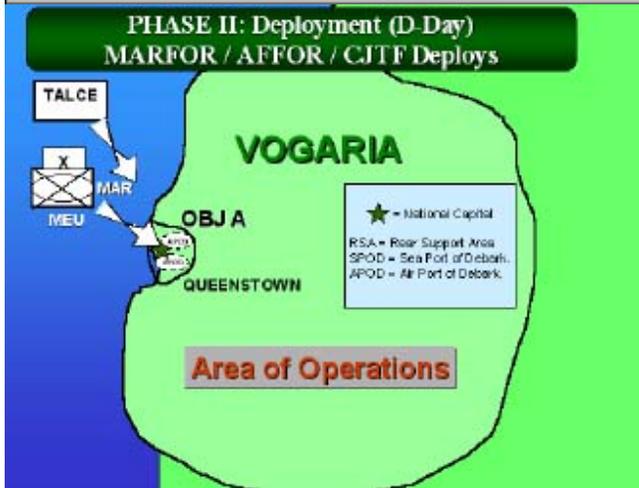
LOGCAP is primarily for use outside the United States (OCONUS) however, nothing prohibits using LOGCAP for a CONUS mission.



Phase II, Deployment, begins on D-Day, and ends when the CJTF is deployed to the AO.

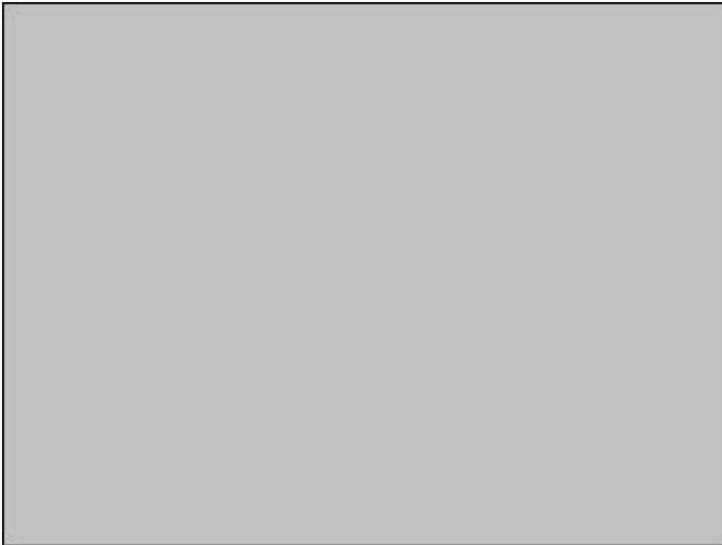
On D-Day, a Marine security element will enter the area of operations through the Air Port of Debarkation. Entry into the objective area is at the request of the host nation and considered minimum risk.

The security force will provide security for follow-on elements of the CJTF at the APOD/SPOD and the proposed locations of the CJTF Command and Support Jump TOCs.



Once the area is secured, advance elements of the CJTF Headquarters will arrive and establish the Jump Tactical Operating Centers for the Combined Joint Task Force and the Theater Support Command.





LSE. It will establish its communications network and prepare for the arrival of the LOGCAP contractor advance team.



The LSE mission has three key tasks. The first is providing an Army Materiel Command C3 node to the task force. The second key task is the management of pre-positioned stocks. The third, sustainment, encompasses those logistics functions not normally performed by the task force units. They include calibration of test equipment, oil analysis, ammunition surveillance, and materiel fielding.

LSE MISSION

- **C3 Node for all USAMC elements in AO**
- **Managing fielding and retrograde of preposition war reserve stocks**
- **Sustain the force**

A graphic with a blue background and a yellow rounded rectangle containing the mission tasks. The title 'LSE MISSION' is in a dark green box at the top.



In peacetime, there are three LSEs: CONUS, Far East, and Europe. They serve as forward elements which can call forward augmentation from the strategic base.

LSE-CONUS located at Fort McPherson, GA is responsible for SOUTHCOM, CENTCOM, and CONUS. LSE-Far East, located in Korea is responsible for the PACOM area. LSE-Europe is located in Seckenheim, Germany. They are responsible for the European theater which includes all of Africa.

During operations, these LSEs assist in the planning process and in the preparation of the Statement of Work for the LOGCAP contract. They also call forward, based on the commander's requirements, additional logistical assets available to the US Army Materiel Command. Team LOGCAP Forward is attached to the LSE during operations.

The LSE is the single logistics command and control element within the theater to centrally manage strategic logistics personnel.



The LOGCAP Support Unit (LSU) is a Reserve Component element attached to HQAMC. It consists of 66 personnel, seven of whom are active guard reservists.

During Phases I and II of a LOGCAP Event, LSU members serve as planners both at HQAMC and at the theater planning site. The LOGCAP Support Unit will also deploy a forward element to the area of operations. Upon arrival in the Theater, the LSU Forward will participate in site surveys and will forward the findings to the LSU Rear as additional members prepare for deployment.

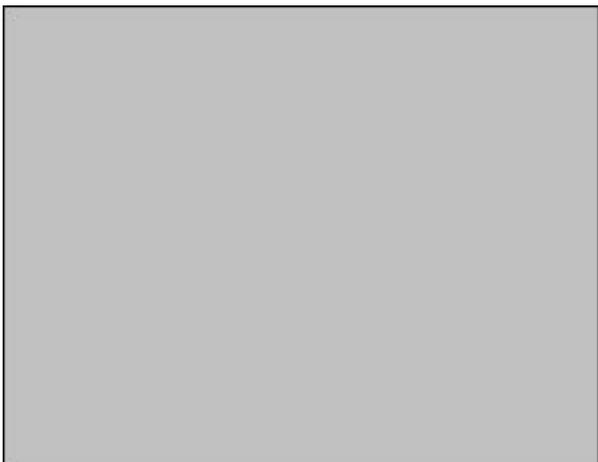
During Phase III, Operations, the LSU is based out of the rear support area as a member of Team LOGCAP Forward. Unit teams will deploy forward to the FSA to serve as a liaison between the customer and the LOGCAP contractor. The LSU teams will help the customer document any changes to the LOGCAP support requirement and aid in the development or revision of additional Statements of Work, as necessary. LSU team members also serve as Contracting

Officer Representatives as needed.



"Nothing is more important in war than unity of command."

Napoleon Bonaparte, 1831



The contractor Advance Team (AT) will depart for the area of operations no later than NTP+3 (D+3) to establish Command and Control with the LSE, CJTF command elements, regional support headquarters of the corporate partners, and the EOC at the contractor's headquarters. The Advance Team conducts logistics, communications, and procurement reconnaissance based on Statement of Work requirements.





The AT consists of highly experienced personnel to evaluate the site and mission. They will also contact host nation business leaders, embassies or consulates in the area, and non-governmental organizations in-country.

The AT leader is the senior contractor official in-country until the Project Manager arrives and assumes management control of the contractor workforce.





The Corporate Phase-In Team (CPIT) will be called forward by the AT Leader to assist in the establishment of the Project Management Office, begin local procurement of supplies and equipment, and employment of host nation personnel.



The CPIT is specifically tailored to the contingency.

The CPIT establishes the LOGCAP contractor corporate procedures and policies in the AOR. Additionally, since the team members normally return home within 15 to 30 days, the CPIT provides continuity of support to the deployed staff from corporate headquarters.



During Phase II of the deployment, the contractor main body arrives to survey construction sites, augment APOD and SPOD operations, continue to hire personnel, and begin to receive supplies and equipment.

The contractor main body will arrive on military aircraft and be included on the TPFDL. However, the contractor may

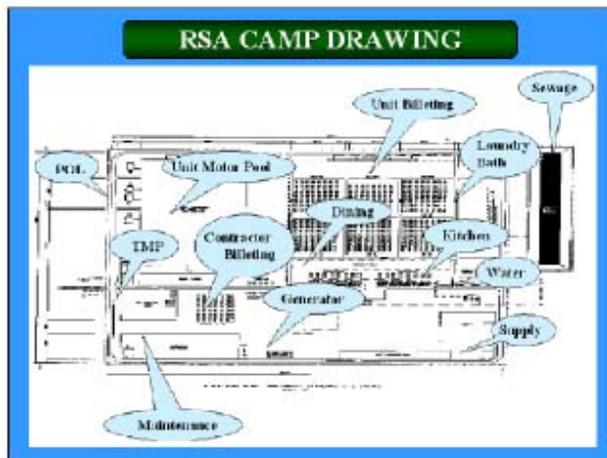
be directed to self-deploy on commercial scheduled or charter service.

The contractor Emergency Operating Center (EOC) will coordinate contractor deployment with military airlift managers to preclude conflict with military air flow.

The LOGCAP contractor will expand the Sea and Air Ports of Debarkation early to support reception, staging and onward movement of the military forces.

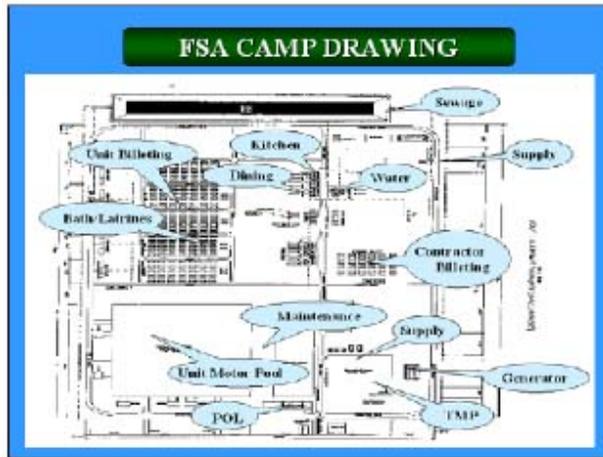


As the LOGCAP contractor main body flows in theater, the rear support area will open . . . followed by the forward support areas. Supplies and personnel obtained within the region will be moved to the AO by ground and air transportation. Timely identification of local and regional resources will help the contractor meet camp and services construction schedules.



The LOGCAP contractor has developed generic drawings for Rear and Forward Support Areas. This is a drawing for a 4,000 person Rear Support Area reflecting the Base Camp and support infrastructure. Plans have also been completed for camp sizes from 500 to 5,000 personnel and for the installation and operation of Force Provider modules from 550 to

3,300 personnel.



This is a generic camp drawing for a 3,000 person Forward Support Area.

Initially, work will be expeditionary in nature designed to get the troops "out of the mud." Camps provide billeting, dining, shower and latrine, and MWR support facilities. Water, electrical power, and sanitation are either linked to Host Nation utilities or provided and operated by the LOGCAP contractor.



"An Army cannot preserve good order unless its soldiers have meat in their bellies, coats on their backs and shoes on their feet."

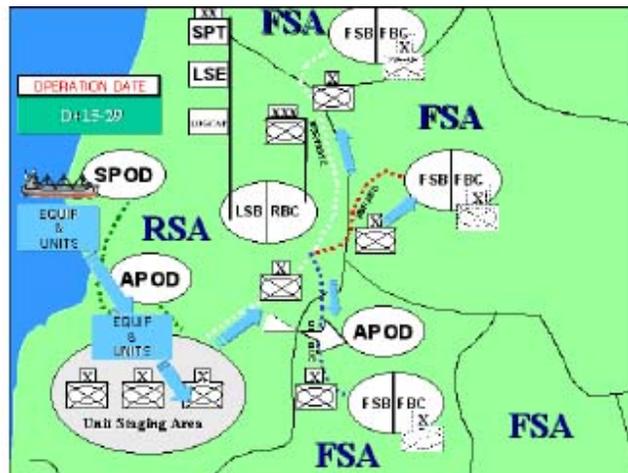
Duke of Marlborough, 1703





The Task Force main body will begin to flow into the area of operations at a rate of 1,500 troops a day beginning at D+15 to D+29 or until the entire force has entered the AO.

The majority of task force soldiers will arrive by military or civilian contract aircraft to the air ports of debarkation. The remaining soldiers will arrive by ship at the sea port of debarkation with the unit's heavy pieces of equipment.



While the CJTF expands its operations forward, the contractor Transportation Branch will assist units in the reception and onward movement of their soldiers and their equipment from the ports of debarkation to their staging areas. This will include temporary billeting, dining, field services, and transportation support.

Units will organize for movement at staging areas and deploy forward to their objective areas.

The LOGCAP Forward Support Area Site Manager will be prepared to receive them at their forward operating locations. The camps will be established to provide billeting, field services, supply operations, maintenance, medical, and transportation services.



The DISCOM Commander will deploy to Vogaria to relieve MARFOR support elements by D+15 and establish area support for Task Force Green. Units will secure and operate APODs/SPODs and up to seven base camps in the AOR. On or about D+180, the DISCOM will hand-off the support mission to United Nations Operations, Vogaria and redeploy to home station.



LOGCAP Contracted Services	
<ul style="list-style-type: none"> ▪ TMDE & AOAP ▪ Laundry & Bath ▪ Mortuary Affairs ▪ A-Rations/Potable Water ▪ Billeting Upgrade ▪ Bulk Fuel ▪ Commercial Power ▪ MWR ▪ Transportation ▪ Cargo Operations ▪ Retro Support Services 	<ul style="list-style-type: none"> ▪ Waste Management ▪ Finance/Postal/Legal ▪ Construction Materials ▪ Engineer Support ▪ Communication Support ▪ HAZMAT ▪ Linguists ▪ Air/Ground Maintenance ▪ Fire Fighting Support ▪ EOD/Mines

The LOGCAP contractor will satisfy a variety of support requirements of the DISCOM soldiers. Support will begin immediately upon arrival of the CJTF main body and will continue until military operations

are transferred to United Nations Operation in East Timor

LOGCAP Contracted Services

- TMDE & AOAP
- Laundry & Bath
- Mortuary Affairs
- A-Rations/Potable Water
- Billeting Upgrade
- Bulk Fuel
- Commercial Power
- MWR
- Transportation
- Cargo Operations
- Retro Support Services

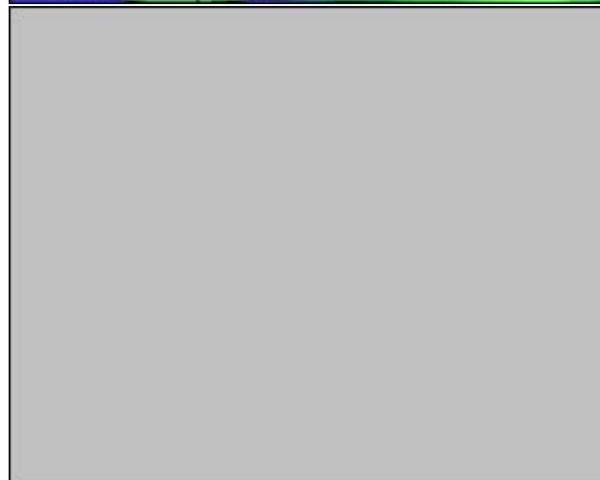
- Waste Management
- Finance/Postal/Legal
- Construction Materials
- Engineer Support
- Communication Support
- HAZMAT
- Linguists
- Air/Ground Maintenance
- Fire Fighting Support
- EOD/Mines



The Division's Main Support Battalion provides supply point distribution of all classes of supply, less Class X, to all divisional elements operating in the Rear Support Area.

In addition, area medical support and DS maintenance services, less AVIM, will support RSA activities. AVIM and all other services will be provided through LOGCAP support elements.





Divisional Forward Support Battalions will conduct split-based operations in supporting all units within the Objective C1 and C2 base camp clusters. Utilizing tailored transportation, supply, medical, and maintenance support elements, the FSBs will sustain brigade operations on an area basis. Again, LOGCAP elements will augment field services within the forward areas.



Phase III, Operations, begins when the CJTF has deployed to the area of operations and ends when the CJTF Redeployment Order has been issued.

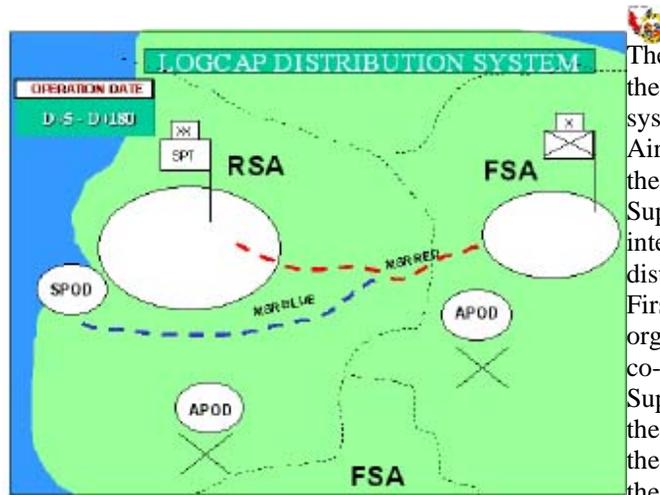
During Phase III, Team LOGCAP Forward will provide continuous support to the Task Force to include responding to changes of mission and requirements.

The LOGCAP contractor's key tasks will be to continuously operate the APOD/E and SPOD/E, to include reception, staging, and onward movement of CJTF elements entering and exiting the area of operations. In addition, the contractor will manage theater stocks (to include request, receipt, store, issue, and retrograde of all classes of supply), operate forward operating locations and support bases, and upgrade base facilities and transportation infrastructure IAW CJTF requirements.

Team LOGCAP Forward is attached to the LSE throughout the operation. The LOGCAP contract, however, is managed through a different chain. The Procuring Contracting Officer (PCO) assigned to the CECOM Acquisition Center, Fort Monmouth, New Jersey, manages the LOGCAP contract for the PM LOGCAP.

When the LOGCAP contractor is deployed, the PCO deploys as part of Team LOGCAP Forward or appoints an Administrative

Contracting Officer (ACO) to deploy. The Defense Contract Management Directorate-International (DCMD-I) of the Defense Logistics Agency is slated to be the ACO for this LOGCAP deployment.



The LOGCAP contractor theater cargo distribution system from the Sea and Air Ports of Debarcation to the Rear and Forward Support Areas will be an integral part of the military distribution system. First, Transportation organizations will be co-located with the Port Support Activity (PSA) at the SPOD, A/DACGs at the APODs, and ITOs at the RSA and FSAs.

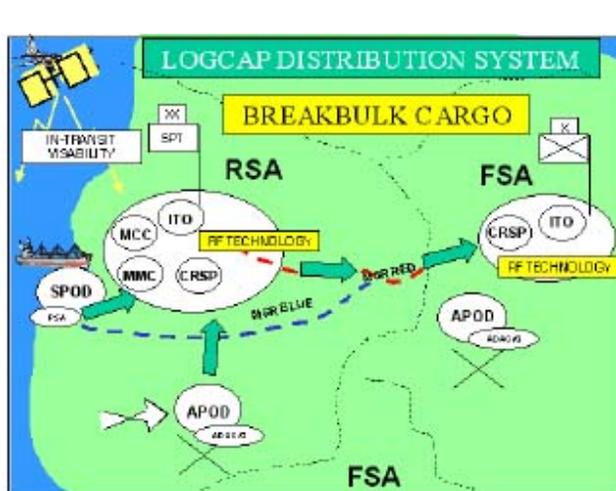


A Movement Control

Center (MCC) element at the Rear Support Area will coordinate the distribution function and control commitment of the transportation assets.

Next, the supply units will be added with the Central Receiving and Shipping Points, also known as the Distribution Terminal, located at the RSA and each FSA and a Material Management Center (MMC) co-located with the MCC to direct supply activities.

Finally, in-transit visibility of cargo will be accomplished using current Army approved radio-frequency technology hardware and software to track supplies from its origin to its final destination.

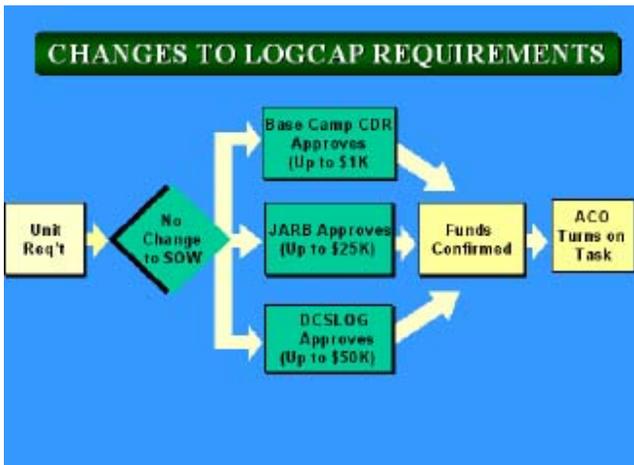


Breakbulk cargo and multi-packs are configured and consolidated before shipment to the area of operations. Limited breakbulk activities are conducted at the RSA Central Receiving and Shipment Point.

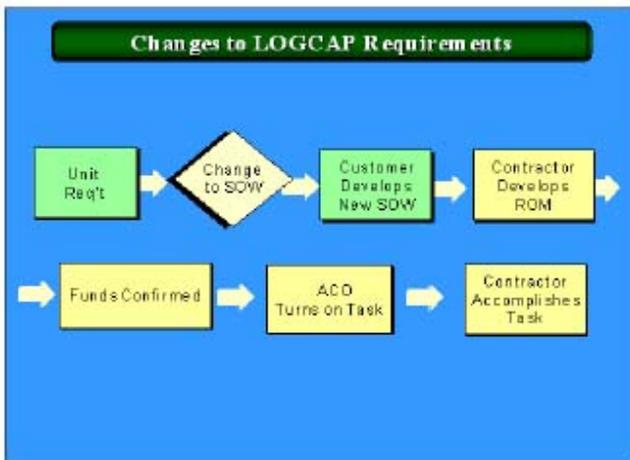
Direct Delivery Cargo, including unit configured loads and supplies obtained from local or regional



Once established in the area of operations, commanders may have additional requirements for the LOGCAP contractor. New requirements are reviewed by the LOGCAP ACO to determine compatibility with the SOW. During this notional scenario, base camp commanders are authorized a spending ceiling of \$1,000.00. The Joint Acquisition Review Board (JARB) can approve any project up to \$25,000 and the CJTF Commander can approve any project up to \$50,000. Spending requests over \$50,000 must be approved by the ODCSLOG, USAREUR. Once the appropriate level has approved the request and funds allocated, the ACO gives the task to the contractor to complete.



If a new requirement necessitates a change to the Statement of Work, the unit, along with Team LOGCAP Forward, will develop a modification to the SOW and an Independent Government Cost Estimate.



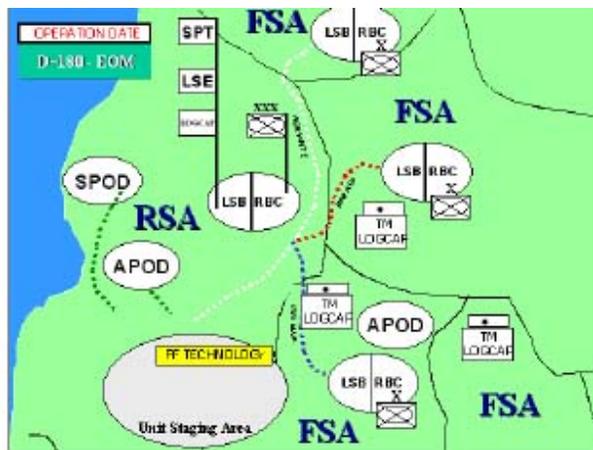
Concurrently, the contractor will provide a Rough Order of Magnitude to Team LOGCAP Forward. If the government and contractor estimates agree, the ACO will turn on the task. If the contractor estimate exceeds the government, the requirement goes back to the JARB for approval.

Phase IV, Hand-Off/Redeployment, begins when the CJTF Commander issues the Redeployment Order. This phase ends when the task force has transferred the responsibility for the area of operations to United Nations (UN) forces.

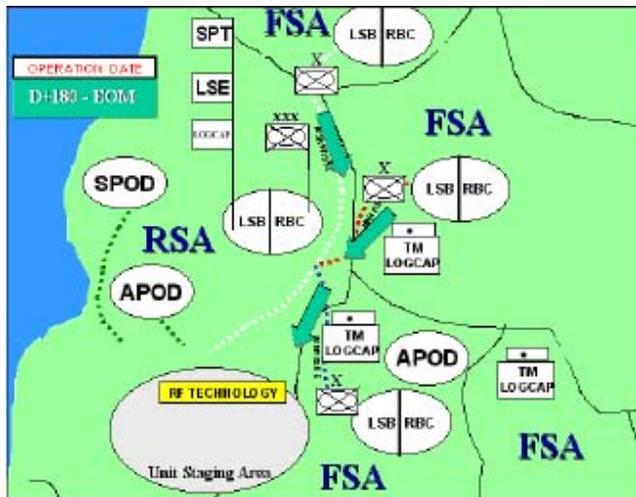
Team LOGCAP Forward will now gear its efforts to execute hand-off of military operations and redeployment of forces. Intra-theater and inter-theater resupply ends and theater stocks are drawn down.

The CJTF provides disposition instructions for the dismantling or transfer of forward operating locations and facilities to UN forces. Disposition is also provided for excess theater stocks and Government Furnished Equipment.

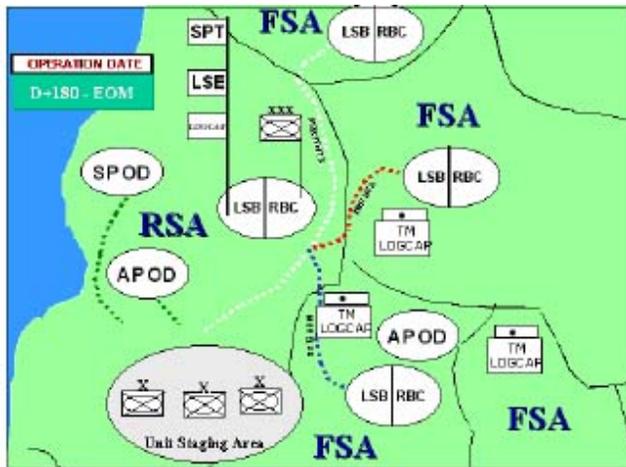
Team LOGCAP Forward task organizes for the hand-off and retrograde mission based on the CJTF disposition instructions and the retrograde tasks identified in the Statement of Work.



Units will move from their Forward Support Areas assisted by LOGCAP transportation. Members of Team LOGCAP Forward will stay behind in each FSA to retrograde government materiel and to clear the real estate of U.S. responsibility.

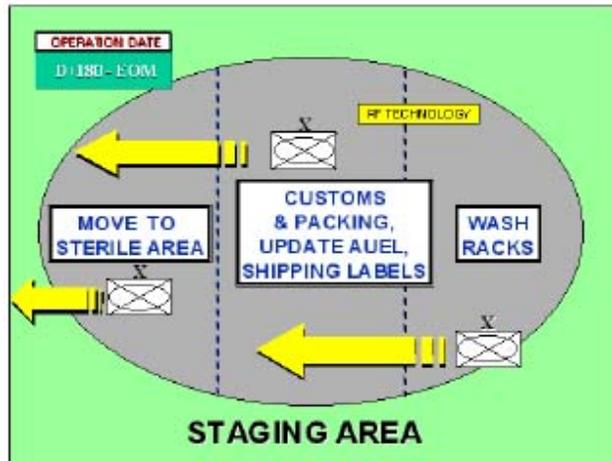


Simultaneously, LOGCAP contractor teams in the RSA will prepare the staging areas, sterile areas, APOE and SPOE for troop redeployment. Units will move from their forward operating locations to staging areas in the Rear Support Areas and prepare for redeployment.

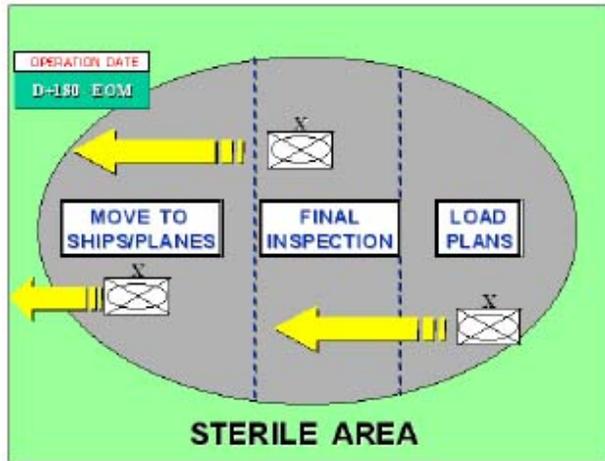


Unit tasks in the staging area may include cleaning, packing, documenting load plans and completing customs inspections. Materiel will be designated as rolling stock or containerized.

All cargo requiring sea lift will be documented with military shipping labels printed by the Installation Transportation Office reflecting the Automated Unit Equipment List (AUEL).



The LOGCAP contractor can be tasked to establish and operate activities at the staging area to include wash racks, trash and HAZMAT removal, field services for unit personnel, management of frustrated cargo, and transportation.



The TSC Movement Control Agency will call for unit material to move to the sterile area.

Vehicles will later be relocated to the air and sea ports of embarkation when transportation is available. At this point, most military unit personnel will board military or civilian aircraft to return to home station. A small number will accompany their equipment on ocean vessels back to the home port.

The task of loading materials onto ships can be performed by the LOGCAP contractor. This allows a more expeditious return of troops to home station.



 Team LOGCAP Forward elements will handoff each FSA to UN forces. Once the areas are clear, FSA personnel will move to the RSA for redeployment.

When the entire Task Force main body has returned to home station, the CJTF Headquarters will redeploy, leaving the Theater Support Command element to clear the country.



When all seagoing materiel is retrograded, responsibility for the SPOD will be transferred to UN forces. The Theater Support Command, LSE, and Team LOGCAP Forward will depart the AO. The Rear Support Base and the Air Port of Embarkation will also be handed over to UN forces and the remaining support elements will depart the AO.



Finally, just as they came in, the Task Force Security Element will be the last to leave.



Throughout the operation, the LOGCAP contractor prepares two primary reports — the Daily Event Situation Report (SITREP) and the Weekly Cost/Schedule Status Report (CSSR).

Beginning with the arrival of the Advance Team, a Daily Event SITREP will be sent to the PCO or ACO reporting current project status and issues/problems affecting operations.

The CSSR is a weekly financial report to the PCO/ACO designed to enhance cost management. The CSSR is a DOD approved form that shows contract execution information reflecting amount budgeted, actual costs, variance, cumulative totals and projections of future work and costs.



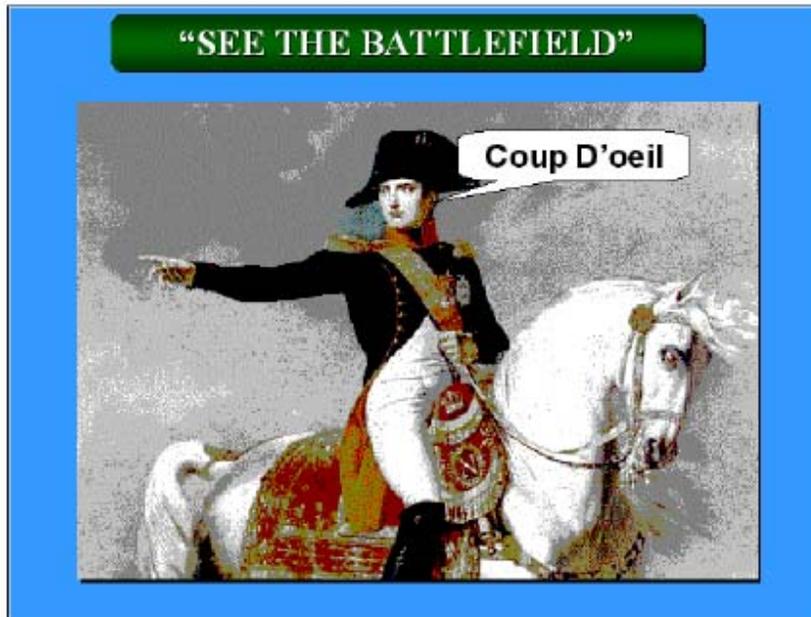
A Cost Plus Award Fee (CPAF) contract applies to delivery orders for LOGCAP event execution. The contractor must perform all tasks IAW a predetermined schedule of quality standards.

Measurable elements of success include delivery responsiveness, quality of performance, and cost management. Contractor Deficiency Reports are assigned for below standard performance.

The ACO provides monthly and quarterly quality assessments to the contractor in each tasked functional area. During each quarter, an Award Fee Board makes a quality assessment of contractor performance based on these criteria. The Award Fee



Determining Official (normally a senior contracting officer from CECOM) awards between 0-5% of the contract as a bonus for superior performance.



This Force Projection scenario has provided you the "Coup D'oeil" - to see tomorrow's military operations with LOGCAP as a part of your task force.

As shown, LOGCAP is an additional asset available to commanders in the field. It supports the Tenets of Logistics.

- Anticipation - Met with pre-written contingency plans.
- Integration - As an augmentation to the Task Force.
- Continuity - Ensuring continuous logistics until end of mission.
- Responsiveness - Meeting the Commander's requirements as the mission evolves.
- Improvisation - Getting the job done with flexibility, to the highest standard in a cost efficient manner.

Team LOGCAP stands ready to support the United States Armed Forces, on a moments notice, anywhere in the world.



"I am persuaded that unless troops are properly supported in action, they will be defeated."

*Marshal
Maurice De Saxe*

1757

Glossary of Acronyms and Terms

ABCA	American/British/Canadian Alliance	JOPES	Joint Operation Planning and Execution System
ACO	Administrative Contracting Officer	LN	Local National
AD/ACG	Air Departure and Arrival Control Group	LOGCAP	Logistics Civil Augmentation Program
AO	Area of Operations	LSB	Logistics Support Base
AOR	Area of Responsibility	LSE	Logistics Support Element
APOD	Air Port of Debarkation	LSU	Logistics Support Unit
APOE	Air Port of Embarkation	MCC	Movement Control Center
AMEMBASSY ..	American Embassy	MIPR	Military Inter-Departmental Purchase Request
ASCC	Army Service Component Commander	MMC	Materiel Management Center
AT	Advance Team	MRE	Meals Ready To Eat
AUEL	Automated Unit Equipment List	MSR	Main Supply Route
C3	Command, Control, and Communication	MWR	Morale, Welfare, and Recreation
CECOM	Communications and Electronics Command	NTP	Notice to Proceed
CENTCOM	Central Command	OOTW	Operations Other Than War
CINC	Commander In Chief	OPLANs	Operational Plans
CJTF	Combined Joint Task Force	PACOM	Pacific Command
COA	Courses of Action	PARC	Principle Assistant Responsible for Contracting
CONUS	Continental United States	PCO	Procuring Contracting Officer
CPAF	Cost Plus Award Fee	POM	Preparation for Overseas Movement
CPIT	Corporate Phase-In Team	PSA	Port Supply Activity
CRSP	Central Receiving and Shipping	RAS	Regionally Available Support
		SCP	Software Change Package

Point	SITREP	Situation Report
CSS	SOFA	Status of Forces Agreement
CS	SOUTHCOM	Southern Command
CSSR	SOW	Statement of Work
DA	SPOD	Sea Port of Debarkation
DCMD-I	SPOE	Sea Port of Embarkation
Management District - International	STAMIS	Standard Army Management Information System
DCSLOG	STX	Situational Training Exercise
DISCOM	TCN	Third Country National
DLA	TFOP	Theater Force Opening Package
DOD	TOC	Tactical Operating Center
DOS	TPFDL	Time Phased Force Deployment List
DS	TSC	Theater Support Command
EOC	UNOVOG	United Nations Operation Vogaria
EUCOM	USACE	United States Army Corps of Engineers
FBC	USAMC	United States Army Materiel Command
FSA	USAREUR	United States Army Europe
HAZMAT	USTRANSCOM	US Transportation Command
HNS	VFOR	Combined Joint Task Force Vogaria
HRAS		
Humanitarian Relief Assistance Service		
ITO		
Installation Transportation Office		
JARB		
Joint Acquisition Review Board		

A-1

Lessons Learned



Participation in exercises and deployments by Team LOGCAP and the contractor provide valuable experience in use of the LOGCAP support concept. Each LOGCAP exercise and event provides an opportunity to evaluate the effectiveness of LOGCAP support and provides valuable lessons learned to be integrated into future LOGCAP support efforts. PM LOGCAP has incorporated numerous management, administrative, and execution improvements into the LOGCAP execution process. The focus of this proactive lessons learned approach is to minimize difficulties in the execution of an event.

The LOGCAP lessons learned process is a three-step endeavor: (1) Data Collection, (2) Data Analysis, (3) Report Production. This process is employed each time LOGCAP is used in support of an exercise or an Event to provide feedback to all parties and to maximize the efficiency of future LOGCAP support.

In addition to internal audits, LOGCAP has been subject to numerous audits and assessments by outside agencies. These independently produced reports provide a baseline to measure the quality of LOGCAP support and provide numerous recommendations that PM LOGCAP has implemented to improve the LOGCAP effort.

During FY 99, the first LOGCAP Warfighter Exercise was conducted as a means to improve LOGCAP support. The objectives of this exercise are listed below:

- **Exercise Team LOGCAP in a Crisis Scenario.**
Determine the viability of Team LOGCAP's process to provide contractual services in a crisis scenario.
- **Exercise Command and Control Relationships.**
Determine the effectiveness of current Command and Control relationships during the planning and execution phases of operations in a crisis scenario.
- **Exercise an on-the-shelf LOGCAP contingency plan.**
Validate the Team LOGCAP planning and execution process in an exercise environment, specifically regarding



the areas of:

- Ö Statement of Work (SOW)
- Ö Independent Government Cost Estimate
- Ö Determine the contractor's ability to respond to the proposed SOW and any modifications.

B-1

Lessons Learned
After Action Review
From the LOGAP
Warfighter Exercise,
1999



Issue #1: How do we expedite the contractor's early entry into the theater of operations?

Discussion: Innovative techniques must be derived that ensure the LOGCAP contractor is introduced into the theater as quickly and as early as possible to expedite his mission effectively and efficiently.

Recommendation: (1) Include the contractor in the early stages of the logistics planning process, (2) Establish mechanisms (probably through Country Teams) to expedite the negotiation of Status of Forces Agreements (SOFA), including Alliance and Coalition SOFA or technical agreements prior to mission execution, (3) Use the contractor in the reconnaissance prior to deployment operations in theater.

Issue #2: What are the procedures for the contractor to deploy into an AOR?

Discussion: Current procedures are unclear as to how the contractor interfaces with the transportation system. Deployment must be coordinated through Joint Operation Planning and Execution System (JOPES), US Transportation Command (USTRANSCOM), or the supported customer.

Recommendation: Joint guidance should be developed on how to include the contractor into the TPFDL flow.

Issue #3: Should the LOGCAP contractor be allowed to certify preparation for overseas movement (POM) of his own personnel?



Discussion: Department of the Army policy requires all CONUS based contractors to deploy through the CONUS Replacement Center at Fort Benning, Georgia. This may cause delays in providing support to the customer. It may be more effective for the contractor to certify POM process for his employees.

Recommendations: LOGCAP contractor should be allowed to certify POM process his employees. 

B-2

**Lessons Learned
After Action Review
From the LOGAP
Warfighter Exercise,
1999**



Issue #4: How does the US Government provide the LOGCAP contractor current Army STAMIS software and hardware?

Discussion: The LOGCAP contractor does not have STAMIS software for STAMIS specific hardware available during peace time. The contractor is required in the SOW to be capable of using STAMIS.

Recommendation: USAMC should conduct an analysis of STAMIS requirements, availability, and cost for LOGCAP contractor use. Determine hardware, software and operational requirements. Provide software and any specific hardware to the LOGCAP contractor within 90 days to allow adequate time for train-up. Upgrades/SCPs/etc. would likewise be provided to the contractor on the same schedule as the Army STAMIS operators.

Issue #5: Can the LOGCAP contractor obtain real property on behalf of the CJTF Commander and the US Government?

Discussion: Is it required for the USACE to acquire all real property for use by the US Government during contingency events?

Recommendation: Validate that emerging policy allows the contractor to lease and operate real property as long as it is

not turned over as US Government property.



Issue #6: How does the CJTF integrate coalition forces that bring their own LOGCAP type contractors?

Discussion: The increased necessity for combined and joint deployments and the proliferation of contractors necessary to support these contingencies, procedures and policies should be explored to accomplish effective integration. This will reduce competition for scarce resources.



Recommendations: (1) Other nations coordinate with the lead-nation's logistics managers, (2) Robust representation on the Joint Acquisition Review Board and the Award Fee Board, if provided service, (4) Work with the American/British/Canadian Alliance (ABCA) countries to develop draft policies for accomplishing effective integration.

B-3