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LOGISTICS SUPPORT ELEMENT TACTICS, TECHNIQUES, AND PROCEDURES

Table of Contents

Table of Contents i

Preface iv

Chapter 1 Support to the Force 1-1

Chain of Command 1-1
Theater Structure 1-3
The Army In-Theater 1-4
The Levels of Support 1-5
Logistics Support Element 1-8
Background and History of the LSE 1-9

Chapter 2 Mission and Functions 2-1

The LSE Mission 2-1
The LSE Organization 2-1
Structure 2-4
Command and Control 2-5
Responsibilities 2-5
Planning and Training 2-7
LSE Mission Support Areas 2-8
Life Support Requirements for the LSE 2-11

Chapter 3 Deployment/Redeployment 3-1

Deployment 3-1
Personnel Accountability 3-2
Central Processing Center 3-3
Redeployment 3-6

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Chapter 4 Contracting 4-1

Contracting Support for LSE Mission and Functions 4-1
Authority and Responsibility 4-2
Joint Operations 4-2
Predeployment Planning 4-4
Transition to Contractors 4-5
Logistics Civil Augmentation Program 4-8

Chapter 5 Army War Reserve Stocks 5-1

AWR Concept 5-1
Considerations for Employment 5-1
Responsibilities 5-1
Redeployment 5-7
Training/Exercises 5-9

Chapter 6 Reconstitution and Redeployment of Equipment 6-1

Reconstitution 6-1
The LSE in Redeployment 6-4

Chapter 7 Information Operations 7-1

LSE Communications 7-1
US Army Communications and Electronic Center Command Role 7-2
ASCC Communications Systems 7-2
LSE Communications Functions 7-5
Support to the LAP Forward 7-6
Automation 7-7
Reports 7-8
Logistics Automation Assistance 7-9
Automation Security 7-9
Digitization 7-10

Chapter 8 Resource Management 8-1

Resource Management for LSE Operations 8-1
Funding Scenarios for the LSE 8-2
Functions of the LSE Resource Management Section 8-5
Force Management 8-6

Appendix A Organization, Mission, and Functions A-1
Appendix B Operations Plan B-1
Appendix C Life Support and Base Operations C-1
Appendix D Deployment Processing, Procedures,and Information D-1
Appendix E Principles of Contingency Contracting E-1
Appendix F Guide to Army War Reserve Operations F-1
Appendix G LSE Situation Report G-1
Glossary GL-1
References REF-1
Index INDEX-1

Preface

Effective force projection logistics requires a seamless logistics system operating across the strategic, operational, and tactical levels. Logistics elements from CONUS and the theater of operations must work together with tactical organizations to form this seamless system.

The concept for the logistics support element (LSE) evolved out of Desert Shield/Desert Storm. The Army and US Army Materiel Command (USAMC) saw a need for a single logistics command and control element to centrally manage strategic logistics personnel, call forward elements as required, and integrate these elements into the theater. The LSE satisfied this need then and continues to do so. Furthermore, the LSE spans the bridge between the strategic and tactical levels, linking the industrial bases with operational logistics units, and extending through the Logistics Assistance Program into tactical logistics.

The LSE is a multi-faceted organization which supports military operations. It is largely a civilian organization which deploys at the request of the supported operational commander to perform doctrinal USAMC missions forward on the battlefield or area of operations. USAMC mans the LSE headquarters with personnel possessing the required skills. It predesignates LSE personnel on a contingency table of distribution and allowances (TDA). The LSE staff can come from table of organization and equipment (TOE) units, TDA activities, individual military/DOD civilians/contractor personnel, host nation personnel, or any combination of these. This tailorable logistics organization can coordinate or perform certain supply, maintenance, and related functions. In addition, it can provide or augment command and control (C2) in the theater.

This manual is designed to assist Army service component commanders (ASCC), theater support command (TSC) commanders, Army force (ARFOR) senior logisticians, LSE commanders, and other Army logisticians and their staffs in translating requirements and needs into logistics support in joint, multinational, and interagency environments. Also, this manual is a handbook for personnel that are or will be assigned to a deployed LSE. This manual implements relevant doctrine, incorporates lessons learned from recent operations, and conforms with Army keystone doctrine. Additionally, it links FM 100-5, FM 100-7, FM 100-10, FM 100-15, FM 100-16, FM 100-17, FM 100-17-1, FM 100-23, and other tactical and logistics doctrine manuals with joint and other Army capstone manuals.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

Chapter 1
Support to the Force

"Contractors and civilians provide support from within as well as from outside the theater of operations. In theater, contractors and DOD civilians assigned to a USAMC logistics support organization perform specified support functions."

FM 100-5, Operations, June 14, 1993

Envision the impact on readiness if Anniston Army Depot were 25 miles behind the forward line of own troops (FLOT), and not just Anniston but all the other depots and selected manufacturers. Visualize the impact on operational capability if the latest technology could be fielded directly to the soldiers in the foxhole. Imagine how responsive the logistics system would be if it could project forward the critical pieces of the industrial base. That is the United States Army Materiel Command's (USAMC) Logistics Support Element (LSE) mission.

Prior to providing a detailed discussion on the LSE, this chapter will discuss the environment in which the LSE will operate, the National Command Authorities (NCA), and theater organization and structure. Also, this chapter explains how the LSE links specific strategic logistics in the continental United States (CONUS) with operational and tactical logistics in a theater of operations.

CHAIN OF COMMAND

The NCA exercises authority and control of the armed forces through the chain of command with two distinct branches. The first branch runs from the President to the Secretary of Defense (SECDEF) to the combatant commanders for missions and forces assigned to their commands. The second branch runs from the NCA to the secretaries of the military departments to the chiefs of the Services for execution of Service functions.

Commanders of combatant commands (COCOM) are responsible to the NCA for preparedness of their commands and for executing and accomplishing their assigned missions. The secretaries of the military departments are responsible for organizing, training, equipping, and providing forces.

The Chairman, Joint Chiefs of Staff (CJCS) communicates the directions of the NCA within the chain of command. Though he does not exercise military command over any combatant force, all communications between the NCA and the combatant commanders pass through the CJCS. Figure 1-1 displays the chain of command.

National Command Authorities

This portion of the chain of command begins with the President and SECDEF, who make up the NCA. They alone have the constitutional authority to direct US armed forces into military action. Upon NCA authorization, the decision passes through the CJCS to combatant commanders. The President, with the advice of the SECDEF and CJCS, establishes COCOMs and appoints combatant commanders.

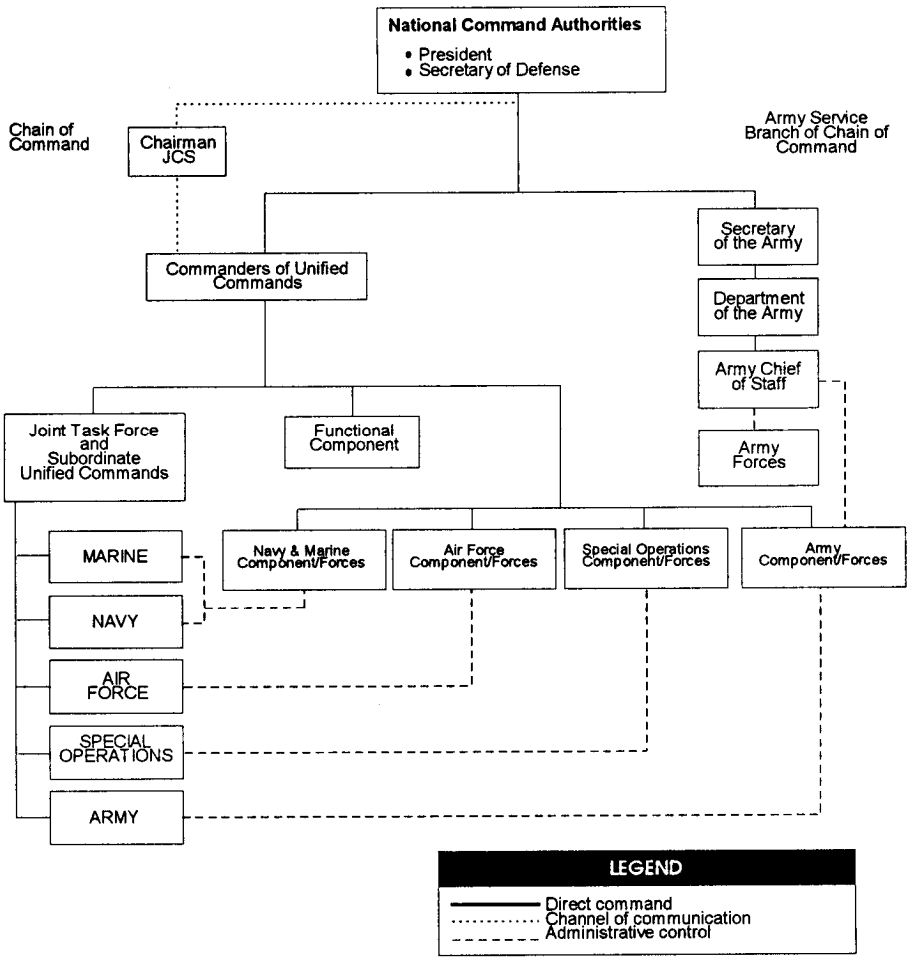


Figure 1-1
The Chain of Command

Military Departments

The military departments operate under the authority, direction, and control of the SECDEF. Through the Service chiefs, the secretaries of the military departments exercise authority, direction, and control of their forces that are not assigned to combatant commanders. This chain of command branch is separate and distinct from the branch that exists within the COCOMs. The secretaries of the military departments are responsible for the administration and support of their forces assigned or attached to COCOMs. They fulfill these responsibilities by exercising administrative control (ADCON) through the commanders of Service component commands assigned to the COCOMs. Using ADCON, the Army Service Component Commander (ASCC) is responsible for preparing, maintaining, training, equipping, administering, and supporting Army forces assigned to the COCOMs. The ASCC is also responsible for providing support to other Services as specified in a variety of Department of Defense (DOD) instructions and regulations. The emphasis of the military departments is

to provide administrative (legal, personnel, finance) and logistical support to respective Service forces.

THEATER STRUCTURE

A theater is a geographical area outside the continental United States (OCONUS) for which a commander of a unified command is assigned military responsibility. From the strategic context, it is a required level of international military cooperation or the degree of necessary dedicated US military resources. These perspectives may influence how the Army conducts operations in each theater.

Theater of War

When the NCA authorizes combat operations, the Commander-in-Chief (CINC), with NCA and Joint Chiefs of Staff (JCS) approval, delineates a strategic theater of war which may encompass part or all of the original peacetime or conflict theater. Part of a theater may be in a state of war, while other areas remain in conflict or peace. (See Figure 1-2.)

Theater of Operations

If the CINC determines that he should sub-divide his theater of war to contend with more than one major threat, he may designate subordinate theaters or areas of operations (AOs) for each major threat. The theaters of operation refer to those portions of an area of war necessary for military operations and for the administration of such operations for extended periods.

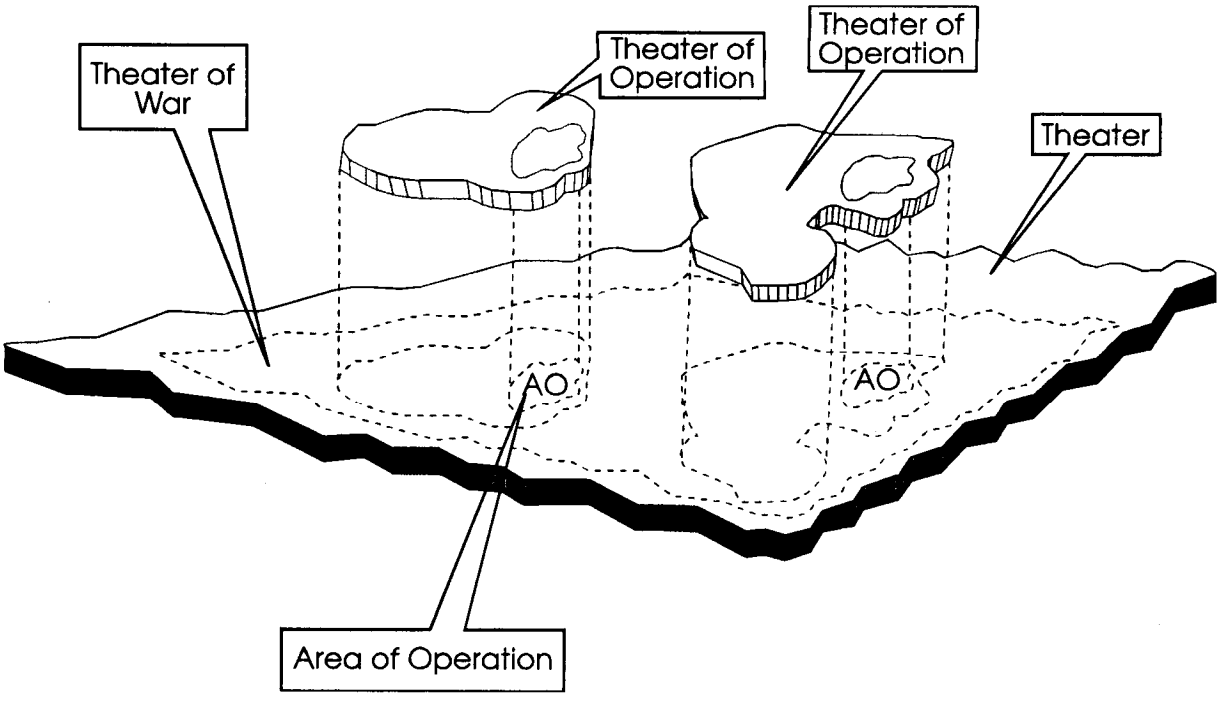


Figure 1-2
Theater Organization During War

Communications Zone

The communications zone (COMMZ) extends from the rear of the combat zone (CZ) in the theater of operations to the CONUS base. Its size may vary depending on the size of the theater of operations, size of forces required for operations and sustainment, depth required, lines of communication (LOCs), enemy capability to interdict and disrupt sustainment operations, geography, and political boundaries. The COMMZ contains the LOCs. Within the theater logistics base, LOCs provide supply, maintenance, field services, transportation, combat health support (CHS), personnel support and evacuation and other services required for immediate support and sustainment of the field force.

Within the COMMZ, the CINC will normally establish a theater logistics base. The CINC usually locates the logistics base at the junction of the various intratheater and intertheater LOCs. It will typically contain logistics facilities required to support the theater such as air and sea ports of debarkation (APODs/SPODs), marshaling areas, storage areas, movement control points, logistics headquarters and units, together with airfields and air bases, transitioning land forces, theater missile defense forces, the theater rear headquarters, and strategic reserves.

THE ARMY IN-THEATER

The three crucial roles for the conduct of Army operations in a joint and multinational environment are joint, multinational, and interagency or United Nations (UN) coordination; conduct of operations; and support of operations. Senior Army leaders, using an operational-level perspective, task-organize the Army to maximize its capabilities in the theater. The Army's theater organization provides the means for executing the designs of operational art while facilitating joint operations.

The Army Service Component Commander

The ASCC, formerly known as the theater Army Commander, is responsible for preparing, training, equipping, administering, and providing combat service support (CSS) to Army forces assigned to unified or specified commands. He supports the theater combatant CINC by conducting Army operations to support or attain his objectives.

The ASCC is responsible to the unified commander for accomplishing peacetime missions and functions and for planning and preparing for war. The ASCC also communicates directly with Headquarters, Department of the Army (HQDA) on uni-Service matters relating to administration, personnel, training, CSS, communications, doctrine, combat developments, and intelligence. In preparing for and conducting operations, the ASCC coordinates with Navy and Air Force component commanders, subordinate commanders within the unified and multinational commands, nongovernmental organizations/private voluntary organizations (NGOs/PVOs), and other agencies, where required.

The ASCC usually commands and controls all US Army forces in the theater. However, the theater joint force commander (JFC) can establish alternate command and control (C2) arrangements. Command arrangements, statutory requirements, and other considerations also affect command relationships.

Army Support Structure

The ASCC is responsible for providing the necessary capabilities required by the Army forces assigned to a unified command. The Army designs its support structure to provide the ASCC or unified commander flexibility based on a building-block principle--a phased expansion of capabilities and functions linked to mission requirements.

Building the support structure occurs after considering mission, enemy, terrain, troops, and time available (METT-T); strategic lift; pre-positioned assets; host nation support (HNS); and other factors of the logistics preparation of the theater (LPT). Commanders tailor their forces to meet the demands of specific crises. Key considerations are selecting a support structure appropriate to the mission and time-phasing its deployment and expeditious employment. Balancing combat, combat support (CS), and CSS during deployment is important because commanders must seek to gain the initiative early, protect the force, support the force, and simultaneously prepare for future operations. Crucial to the successful reception, staging, onward movement, sustainment, and protection of projected forces is the timely introduction of an adequate force structure in the theater. This force structure must be regionally oriented, flexible, and properly tailored.

The ASCC must assemble and tailor force modules to meet the support requirements of a force based on its operational mission. The support structure starts with a nucleus of minimum essential support functions and capabilities. As the deployed force grows, the support structure gains required capabilities and expands. The Army support structure must be capable of providing support to the deployed forces; to units in or passing through the COMMZ; and to other units, activities, or forces as the unified CINC directs.

For limited operations, echelons above corps (EAC) support operations will be commanded either directly by the ASCC through the deputy commanding general (DCG) for support, or through the early entry module of the Theater Support Command (TSC). In larger, more mature operations, the complete TSC headquarters may deploy. The TSC is the senior logistics headquarters in-theater. The modular nature of the TSC minimizes strategic lift requirements by allowing the commander to ensure deployment of only essential support elements. In addition, the TSC becomes the sustainment single point of contact for most CSS, including the LSE and selected CS operational level units. This simplifies CSS and CS planning and execution for the ASCC. The LSE is assigned or attached to the TSC.

The corps and echelons below corps normally operate at the tactical level and are not resourced to accomplish operational level support. They require augmentation by operational-level CSS organizations to provide logistics support at the operational level. These augmented support organizations may serve as an operational-level support command when deployed.

The tactical-level support organization may be further augmented by elements from the strategic logistics system when the tactical organization operates as the highest Army component in a joint force. In this capacity, the tactical commander would be the Army interface with the JTF for all operational and support matters. Ideally, when conducting operations at the operational level, an echelon not directly responsible for tactical operations performs them.

In multinational operations, the theater may require a large support structure to provide support throughout the AO. The ultimate base of logistics support for the theater is provided through the TSC. The LSE supports the TSC by projecting to the theater the full capability of the CONUS logistics system with its national inventory control points (NICPs), depots, arsenals, factories, and the industrial base. The entire CSS system, from the FLOT to CONUS, provides the combat forces with what is needed, when it is needed, and where it is needed.

THE LEVELS OF SUPPORT

When tailoring a support force for a particular plan or crisis response, logisticians must consider that regardless of the size of the supported force, support will move

through the logistics system to produce the sustainment needed. The three levels of logistical support--strategic, operational, and tactical--correlate to the three levels of war (see Figure 1-3).

Strategic Logistics

The strategic logistics system supports the attainment of broad goals and objectives established by the NCA in national security policies. The strategic--national and theater--level encompasses those political, economic, informational, and military measures that contribute to the strategic theater campaign plan. It includes all elements involved in providing logistical support to a theater in the various operational areas.

Strategic logistics agencies--General Services Administration (GSA), Defense Logistics Agency (DLA), Defense Mapping Agency (DMA), US Army Medical Materiel Agency (USAMMA), and USAMC--receive and fill all requisitions from both forward-presence and CONUS-based deploying forces. Forward-presence and force projection forces' requisitions receive priority. Strategic logistics functions are performed in CONUS, within the theater base, or are coordinated through the TSC or LSE in the COMMZ.

The strategic/operational bond of logistics in a forward-presence, force-projection strategy is at the theater level. This bond is seamless through the use of the LSE and other elements with military contractors and deployed civilian employees providing support within, as well as outside, the theater of war and theater of operations. Strategically centralized management and distribution of personnel and materiel and decentralized execution at the operational and tactical levels optimize the logistics flow.

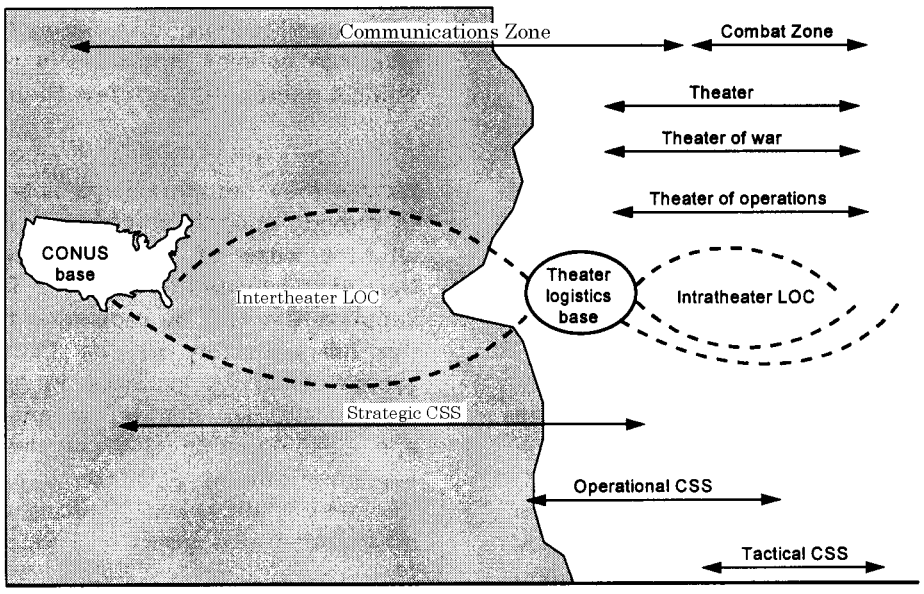


Figure 1-3
National Theater Logistics System

The deployed LSE coordinates all USAMC strategic support actions in-theater. The LSE is a forward element of the strategic/national logistics base. Early deployment of the LSE will ensure a positive link from the deploying units to the national strategic system. In some cases, early deployment can offset gaps in the logistics force infrastructure by shifting CSS workload temporarily to selected elements of the national/industrial base in the theater. When deployed into a theater, the LSE provides limited depot-level logistics support. When properly tasked organized, the LSE can provide the support and service for reception and staging for early arriving units in-theater. The initial deployment of the LSE will be for logistics assistance along with the other USAMC logistics assistance personnel (LAP) assigned to major units. The LSE normally does not replace capabilities provided by table of organization and equipment (TOE) units in the force structure.

Operational-Level CSS

Operational-level CSS supports the ClNC's plan in either a mature or immature theater. In the theater, base camps and forward logistics facilities provide strategic and operational CSS to tactical CSS bases. Operational CSS links strategic logistics to tactical CSS on the battlefield, ensuring success at the tactical level. The TSC, supported by the LSE, provides those links.

Operational and tactical CSS differ by the longer planning and preparation time required to support extended operations. Operational support attempts to balance current consumption with the needs of subsequent major operations. Operational logisticians focus on establishing and maintaining LOCs and sustaining the force in the theater of operations consistent with the ClNC's strategic logistics priorities. They also focus on reception, staging, onward movement, and integration (RSOI) of equipment and personnel; planning, coordinating, managing, and directing the positioning of supply, maintenance, and field service activities; creating transportation networks; providing movement assets; and obtaining HNS and other support required to permit units to accomplish their missions.

At the operational level, the distinction between operations and support begins to erode. Synonymous with operations at this level of planning, support becomes a significant undertaking of the TSC and his staff. Army commanders at the operational level may operate in unified, joint, multinational, or interagency operations.

The ASCC, based on METT-T and CINC guidance, develops an organization capable of executing CSS tasks and then directs the integration of CSS to most effectively support the operations plan. Army forces (ARFORs) conduct operational-level missions; however, tactical (corps and below) units may fill this role when they are operating at the operational level of war. When this occurs, the ASCC must augment the tactical ARFORs when they are conducting operational-level missions, Information systems at this level enhance the process and provide in-transit visibility (ITV) and total asset visibility (TAV), allowing commanders to know precise locations of resources. Commanders at the operational level must establish and/or coordinate support functions to allow tactical commanders to focus their attention on tactical-level operations rather than operational-level support activities.

Tactical CSS

Tactical CSS includes activities necessary to support military operations and activities that precede and follow them. The tactical logistician focuses on acquiring and providing to the using unit support required to win the tactical battles in the CZ. He continually assesses inbound operational support as well as any joint, HNS, or coalition support provided. At this level, the essential

functions of supply, maintenance, transportation, technical assistance, personnel service support (PSS), CHS, and field services are delivered to soldiers to permit them to accomplish their assigned missions. The LSE provides logistics assistance personnel to units to assist with unit readiness.

The three levels of logistics must blend together, creating a seamless system of support. The continuation of a seamless system makes the demarcation line between the levels less visible as organizations and functions interweave within each one. The LSE assists the commander with this interweave. Figure 1-4 depicts this system.

LOGISTICS SUPPORT ELEMENT

USAMC has a role at all three levels of doctrinal logistics. USAMC's LSE spans the bridge between the strategic and tactical levels, thereby helping create a seamless logistics system (see Figure 1-5).

The LSE, a table of distribution and allowances (TDA) activity, performs logistics functions not normally performed by TOE units. It is an organization that USAMC may staff with any combination of civilian and military personnel required to perform specialized tasks. Civilians may be DOD or they may be contractors who agree to deploy to support highly sophisticated equipment. USAMC designates on a personnel deployment roster (PDR) and the LSE contingency TDA those military and DOD civilian personnel who can fulfill special requirements of the LSE. The LSE's unique skills include depot maintenance, oil analysis, calibration of test equipment, ammunition

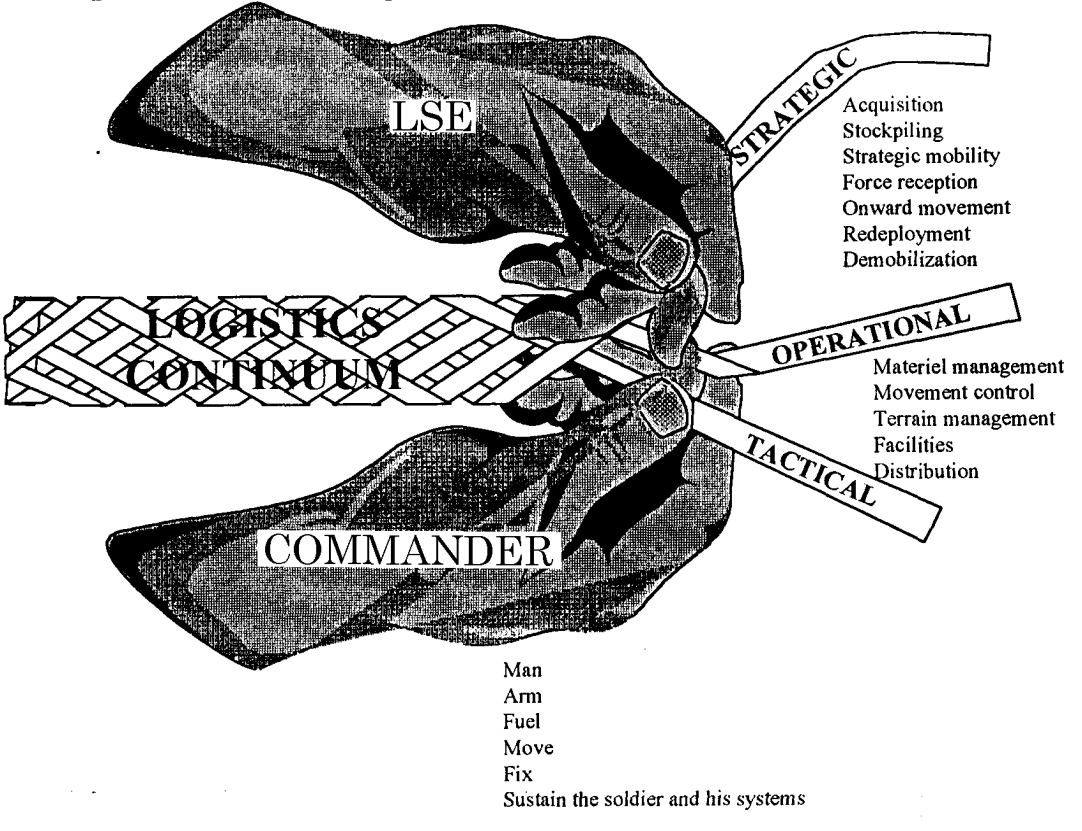


Figure 1-4
Melding of Strategic, Operational, and Tactical Logistics

surveillance, release of prepositioned strategic stocks, materiel fielding technology insertion, and battle damage assessment (BDA).

The LSE plays a vital role in all contingencies involving war and across the full range of military operations. The ASCC normally assigns or attaches operational control of the LSE to the TSC. However, the ASCC determines who will lead any particular logistics support operation based on METT-T. In many domestic and small non-military contingencies, it is conceivable that the LSE may become the initial lead element, controlling other DOD elements. In other cases as the numbered logistics headquarters begins to redeploy, the LSE may assume proponency for logistics C2. The LSE will maintain the appropriate technical ties to USAMC, DLA, Training and Doctrine Command (TRADOC), and Forces Command (FORSCOM). When the LSE is assigned or attached to the TSC, the TSC will identify force requirements and assign tasks and priorities. The TSC will battle roster selected positions from the LSE to support its operations.

BACKGROUND AND HISTORY OF THE LSE

Logistics wholesalers have always supported combat forces in-theater. In the past there were sutlers and teamsters. Today, there are engineers and scientists. The military cannot operate without the logistics strategic/wholesaler being in the theater. However, it seldom uses the most effective and efficient operating procedures. What was missing before was an organization to control and integrate logistics efforts.

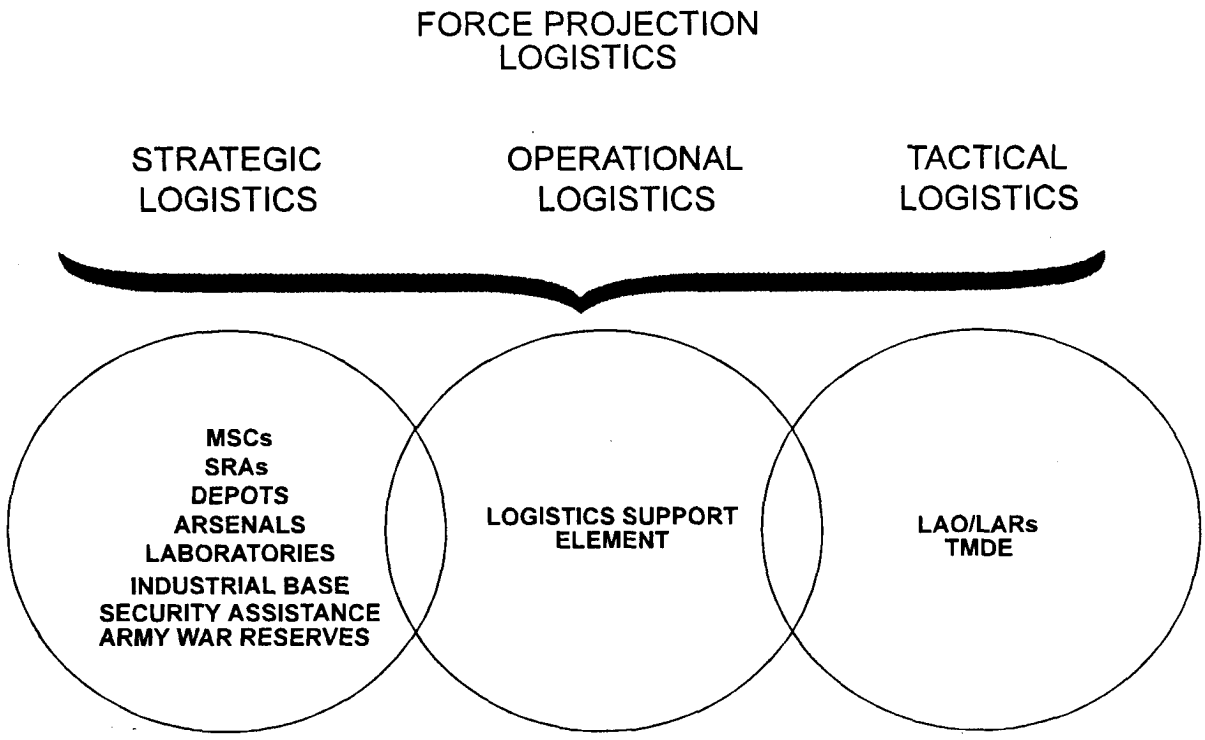


Figure 1-5
USAMC Role at the Strategic, Operational, and Tactical Level

Civilians and contractors traditionally provide logistics support to the combat forces. During the Korean War, the Army used contractors. However, they often were undependable. In Vietnam, numerous independent teams provided excellent support. However, they came and went on their own, often leaving the combatant commanders uninformed. There was no one organization responsible for their C2.

Since Korea and Vietnam, but prior to Operation Desert Storm (ODS), USAMC deployed LAP personnel with their assigned units and established LAP offices to control their efforts. This worked well. However, no one centrally controlled other USAMC personnel in the AOs. Therefore, as the strategic logistician during ODS, USAMC saw a compelling need to form a centralized C2 headquarters to coordinate all USAMC activities in-theater.

Thus, the concept for the LSE evolved out of ODS--a single C2 element centrally managing all USAMC personnel, calling forward additional elements as required, and integrating these forward elements into the theater.

To meet these essential requirements, USAMC formed a 3000-man Army Support Group (ASG). This ASG ultimately became the foundation for the LSE and reinforced the critical need for civilians on the battlefield. It performed impressively during ODS. Accomplishments included:

- Upgrading 1000 Ml main battle tanks to the more powerful and protected M1Al configuration.
- Repainting more than 10,000 vehicles, mostly from VII Corps, with chemical resistant desert camouflage paint.
- Repairing approximately 43,000 items including 12,000 pieces of chemical defensive equipment, 9,000 weapons systems, and 3,500 automotive components.
- Issuing 1,600 items from its Reparable Exchange Activity and processing more than 23,000 retrograde lines.
- Preparing equipment for retrograde movement following the ground campaign.

After ODS, USAMC formalized and submitted to HQDA for approval, the concept of providing in-theater depot level support. However, before HQDA approved the concept, USAMC dispatched LSE-type elements to Somalia. This operation was very successful logistically, further validating the LSE concept.

While proven valuable to satisfy crises overseas, the LSE is capable of assisting with natural disaster emergencies in CONUS. The LSE demonstrated its utility and responsiveness when it deployed to Florida following Hurricane Andrew in 1992. Working with government officials and volunteer organizations, the LSE (briefly designated as the Logistics Support Group) established forward humanitarian depot sites so that relief supplies could rapidly be pushed far forward. Once operational, USAMC sites processed hundreds of tons of materiel for transport to disaster stricken communities. In 1994 and 1995, the LSE assisted with natural disaster relief for four separate floods and two seasons of wildfires.

Responsive, rapidly deployable, flexible, and tailorable, LSEs are capable of satisfying mission requirements whenever and wherever needed. Future crises undoubtedly will continue to validate the utility of LSEs and the need to integrate them into current planning and future operations.

Figure 1-6 graphically depicts the need for the LSE. The following summarizes the need for the LSE.

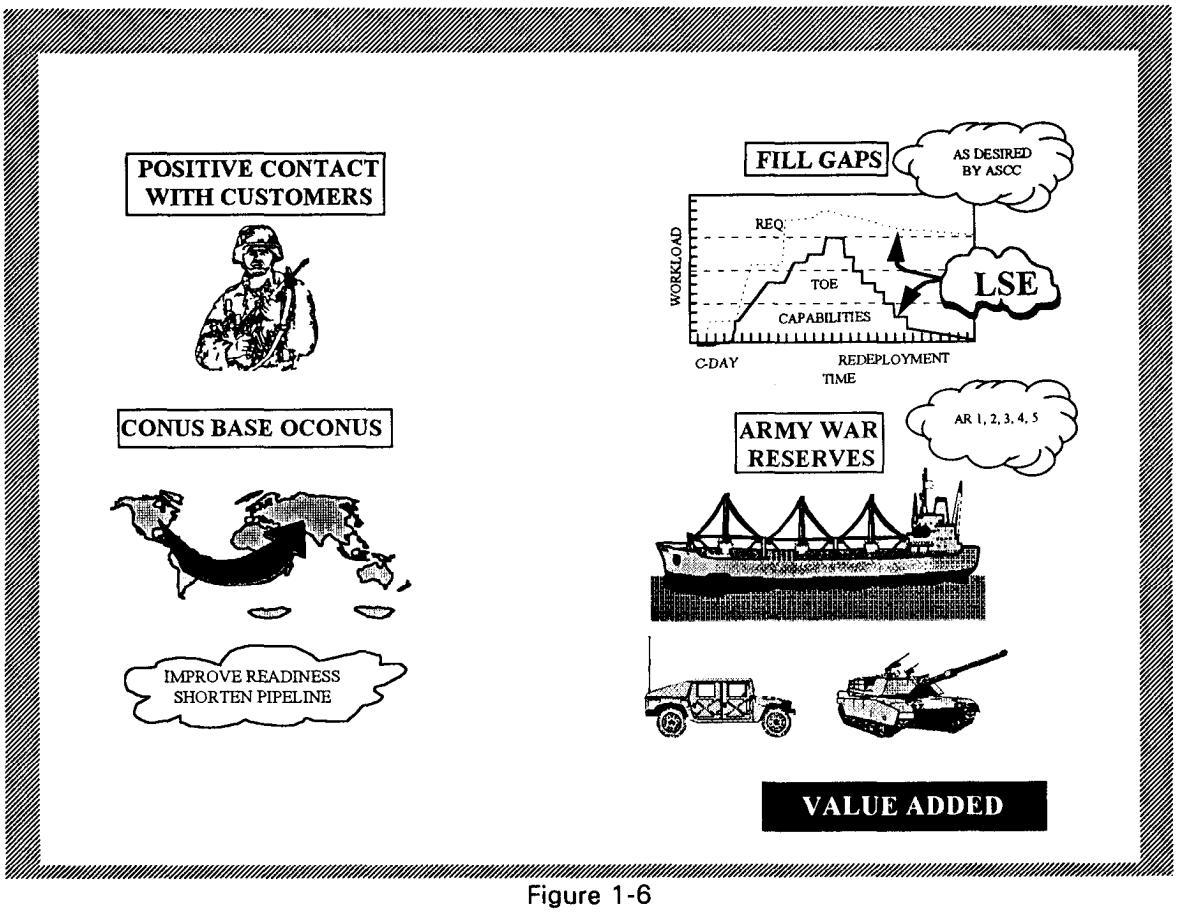


Figure 1-6
Why the LSE?

First, the LSE provides direct, positive contact with the customer. The LSE commander, working for the TSC commander, coordinates directly with the customer and responds to his requirements and desires.

Secondly, the LSE can fill gaps between theater logistics requirements and the capabilities of existing TOE units on the ground. It can perform USAMC missions such as diagnostic training and troubleshooting; test, measurement, and diagnostic equipment (TMDE) calibration; oil analysis; depot maintenance; and a host of other functions. Elements of the LSE can also assist with supply redistribution, reconstitution, and retrograde operations.

Thirdly, the LSE is the forward element of the USAMC national logistics base. The LSE can provide many of the same support capabilities forward to the theater of operations that USAMC provides in CONUS. By performing support forward, the LSE shortens the logistics pipeline and positively impacts readiness.

Finally, USAMC is the Army executive agent for maintaining and handing-off Army War Reserve (AWR) prepositioned stocks. USAMC will use the LSE to hand-off these packages to deploying/deployed units to use in combat operations.

Chapter 2
Mission and Functions

"To be prepared for war is one of the most effectual means of preserving peace."

George Washington

The LSE is a flexible, civilian-dominant TDA organization which provides depot level logistics and limited general support (GS). It consists of a small peacetime cadre with the remaining positions designated on a PDR and the contingency TDA. It can be assigned or attached to the TSC or operate independently as the theater logistics C2 element. Its functional areas retain technical lines with USAMC major commands. The LSE is flexible, rapidly deployable, and capable of adapting to changing requirements and capabilities of deployed organizations. Like other supporting organizations, it augments the TSC with personnel and equipment that deploy to the area of operations. The LSE shortens the logistics pipeline by providing identical support in-theater that USAMC provides in CON US.

THE LSE MISSION

The mission of the LSE is to enhance readiness through integrated application of USAMC's logistics power projection of CONUS based technical capabilities to deployed units within any theater of operation. The LSE accomplishes its mission by:

- Providing integrated C2 of all USAMC elements.
- Integrating national level logistics support into theater.
- Filling logistics gaps with CONUS-based USAMC doctrinal technical capabilities.
- Advising the TSC on USAMC technical capabilities.
- Tailoring support based on TSC commander's desires and METT-T.
- Preparing to take on other missions as directed by the TSC commander.

Bottom line: The footprint that the USAMC LSE may place in the theater or AO is dependent upon the TSC commander's desires and METT-T.

THE LSE ORGANIZATION

The LSE supports the TSC using a flexible combination of military, DOD civilian, and contractor personnel. It tailors its capabilities and size based on METT-T. The LSE is a C2 element designed to supervise and/or coordinate all in-theater support provided by applicable USAMC activities and organizations, both those permanently assigned to theater and those deployed on a temporary basis for specific missions. It is the forward element of the national logistics base that provides support at the operational and tactical levels across the spectrum of war and peacetime engagements, to include supporting multinational and joint operations. Organized on a TDA, the LSE is a contingency organization with personnel identified on the PDR against its requirements. The PDR personnel are, primarily, from organizations within USA MC. However, others may come from Reserve Component units, contractors, and other DOD agencies. LAP personnel and a core of other early deployers are prepared to

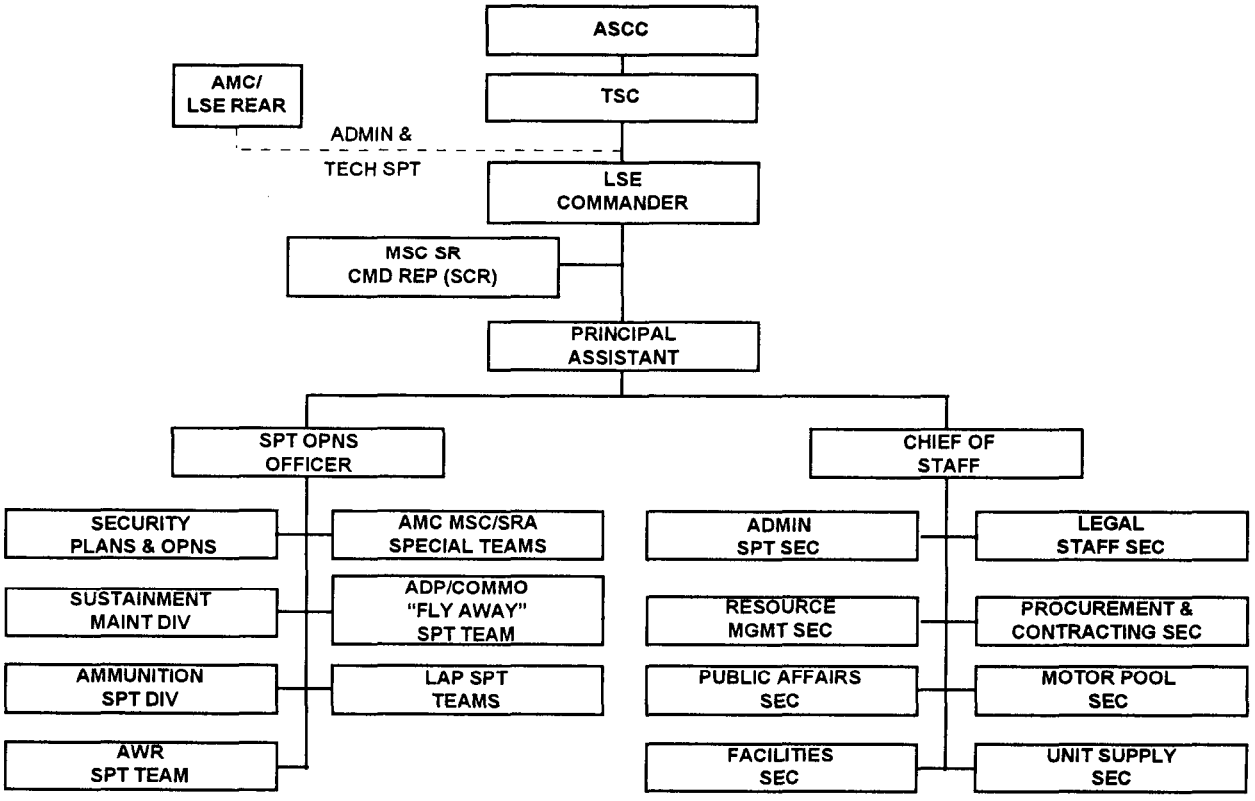


Figure 2-1
Contingency LSE

deploy on short notice. In addition, Army augmenters, contractors, attached units, and HN personnel may augment the LSE. Figure 2-1 represents the contingency LSE.

Foundation LSE

In peacetime there are three Foundation LSEs: Europe, Far East, and CONUS. They serve as the forward elements which can call forward augmentation from the strategic base. LSE-CONUS supports Central Command (CENTCOM), Southern Command (SOUTHCOM), and Atlantic Command (ACOM); LSE-Europe supports European Command (EUCOM); and LSE-Far East supports Pacific Command (PACOM). Each Foundation LSE is a TDA organization, USAMC minimally staffs each Foundation LSE with cadre personnel during peacetime. Foundation LSEs perform peacetime operational missions, as well as plan for contingencies. During war or contingency, they are the forward element of the LSE. They advise the supported commander of USAMC/LSE capabilities and call forward additional capabilities based on the commander's desires and METT-T. The Foundation LSEs ensure a smooth transition from peacetime to an operational mode.

Logistics Support Activity (LSE-Rear)

The USAMC Logistics Support Activity (LOGSA), commonly referred to as LSE-Rear during exercises and contingency operations, is an operations and planning element responsible for contingency planning and exercises. The Logistics Support Division, LOGSA, serves as the USAMC

Executive Agency/Program Manager for the LSE, and functions in a support role to the deployed LSE. It remains in CONUS in order to identify materiel requirements and validate personnel requirements for the deployed element. In peacetime, it manages the LSE deployment program and provides backup support to the LSE during operations. It maintains the Contingency LSE TDA and validates the call forward of personnel. It forwards the validated personnel requirements to USAMC Deputy Chief of Staff for Personnel (DCSPER) for resourcing.

LSE Headquarters

The LSE headquarters is tailored to provide support based upon its structure, number of subordinate organizations, missions, and range of services required within the specific area of responsibility (AOR). As shown by Figure 2-1, the LSE consists of a command section, chief of staff section, and support operations section.

Command Section

The command section provides C2 for the LSE staff. Command section staff attends TSC briefings on upcoming operations. They relate the commander's guidance/intent and provide mission analysis guidance to principal staff from the chief of staff section and support operations section relative to subordinate element capability versus support requirements.

Support Operations Section

The security, plans, and operations (SPO) officer serves as the LSE support operations officer. As such, he focuses on the external mission support provided by the LSE. Using the CSS Plans Branch staff, he coordinates development of estimates and plans for external logistics support.

The LSE support operations officer exercises staff supervision over the subordinate branches of the support operations section, shown in Figure 2-1. He coordinates support operations staff officers' interface with these sections to support Army forces (ARFOR) and other designated forces operating within the support area.

Chief of Staff Section

The chief of staff is responsible for supervising the internal operations of the deployed LSE, including life support. He supervises the activities, shown at Figure 2-1.

A detailed discussion of the organizational structure and functions is at Appendix A.

Tactical Operations Cell

The early entry portion of the LSE Tactical Operations Cell (TOC) is designated as the Jump TOC. Elements include a personnel specialist, contracting officer (KO), legal officer, real estate specialist, paying agent, plans and operations section, Logistics Civilian Augmentation Program (LOGCAP) technical advisor, and a communication/automation specialist. It may assemble in CONUS or may deploy individually from USAMC locations worldwide. Depending on the mission and theater of operations, the entire Jump TOC may also come from one of the Foundation LSEs. In all scenarios, LSE-Rear coordinates the deployment of the LSE and the subsequent calls forward of additional personnel and/or equipment.

The number of people and skills in the Jump TOC are flexible. Nature of the mission; the location, size, and composition of the Army force to be deployed; potential for in-country life support; and the overall LSE support concept determine Jump TOC manning and operations.

Once in the operational area, the Jump TOC carries out a prioritized list of functions designed to get the LSE operation underway and prepare for arrival of the next

increment of the LSE. These are typical tasks for the Jump TOC.

Establish a working relationship with the ASCC/TSC or joint task force (JTF) and the deployed Army support headquarters.

Establish communications with LSE-Rear and the Foundation LSE.

Update the LSE support plan for the operation.

Determine locations for the next increment of the LSE and update internal support plan.

The Jump TOC must be 100 percent mobile, thus requiring its own vehicles. This requires obtaining host nation (HN) support, leasing of vehicles or, as the last resort, transporting organic LSE vehicles via air from CONUS.

STRUCTURE

The LSE is task organized. To provide for flexibility the LSE uses the building block principle--a phased expansion of capabilities and functions linked to mission requirements, TSC commander's desires, and METT-T. The building block principle can tailor the support structure using modular-designed elements linked to mission requirements. Modularity establishes a means of providing force elements that are interchangeable, expandable, and tailorable to meet the changing needs of the LSE. Figure 2-2 shows some of the building blocks and modular designs used to develop an LSE.

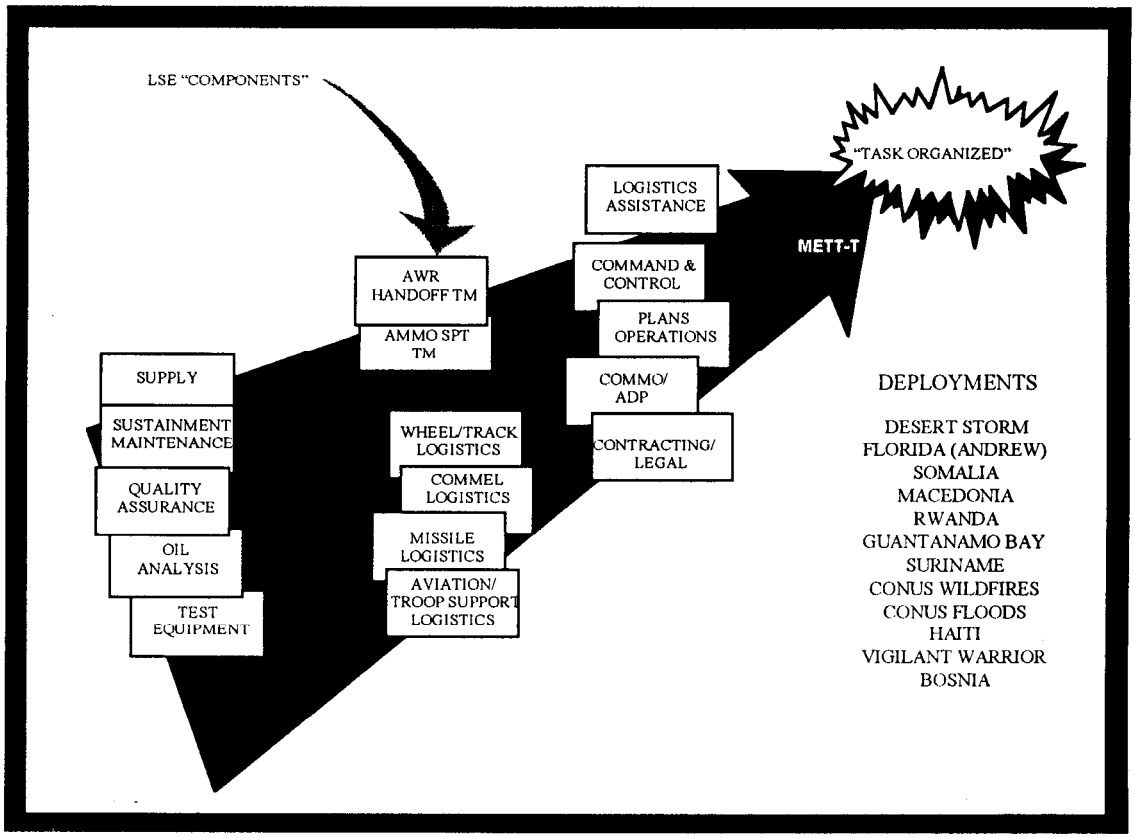


Figure 2-2
LSE Building Blocks

Foundation LSEs form the nucleus for LSE deployments when called forward by the ASCC. For CONUS support operations, LSE-CONUS will be the base on which to build.

To structure the LSE, USAMC uses split-based logistics operations. It deploys from CONUS only those logistics management functions needed in-theater, USAMC performs the remaining functions in CONUS or in another theater. Split-based operations logistics closely associates with force projection. In planning for LSE support operations, the Foundation LSE must consider the functions that it can execute using split-based operations.

COMMAND AND CONTROL

The LSE headquarters performs logistics C2 functions, and establishes relationships with higher, supported, and subordinate organizations. The LSE within the theater is attached to the TSC. It works for the TSC commander, coordinates with senior theater logistics leadership, and responds to requirements and desires of the ASCC. Being attached allows the TSC to identify force requirements by assigning missions and setting priorities. It allows the theater full use of the organization without imposing the burdens of managing civilian administrative records. The ASCC (TSC) requires a tailorable logistics C2 element for forward elements of the national base.

HQ USAMC provides the LSEs with technical direction, control, and staff supervision. It develops and issues policy/policy guidance and reviews and evaluates program performance. LOGSA provides program management. The LSE commander maintains working relationships with the commanders and staffs of USAMC major subordinate commands (MSC) and separate reporting activities (SRA) to identify program objectives/priorities and supervise/coordinate activities. In addition, LSEs closely coordinate with the units/organizations they are supporting.

RESPONSIBILITIES

Theater Support Command (when the LSE is assigned or attached)

- Identifies force requirements.
- Assigns tasks and priorities.
- Provides C2.

Headquarters, US Army Materiel Command

- Tasks USAMC MSCs and SRAs to support LSE operations in coordination with LOGSA (LSE-Rear).
- Publishes the LSE TDA.
- Approves LSE operations plan (OPLANS) and missions in support of ARFOR participation in accordance with (IAW) CINC OPLANS.
- Approves all LSE deployments.
- Transfers AWR equipment and property accountability.
- Provides funding guidance for LSE operations and equipment.
- Approves LSE policy.
- Issues training standards and guidance to USAMC MSCs.
- Provides recommendations on LSE doctrine to Combined Arms Support Command (CASCOM).
- Provides field assistance science technology staffing to the LSE.
- Provides advice and capability to the LSE on the Security Assistance Program.
- Provides personnel for the LSE TOC.

- Provides personnel for the LSE.

- Serves as program manager for LOGCAP.

Logistics Support Activity

- Acts as LSE-Rear during LSE deployments.

- Functions as program manager for LSE.

- Serves as executing agent for LOGCAP.

- Validates all requirements from the theater of operations, and coordinates deployment of equipment and personnel.

- Develops requirements for contingency TDA.

- Develops LSE OPLANs in coordination with Foundation LSEs and MSCs.

- Develops the National Training Center (NTC) training plan for LSE personnel.

- Provides on-line logistics data services for the LSE during deployments.

- Provides personnel requirements for the AWR hand-off/up-load team.

Major Subordinate Commands/ Separate Reporting Activities

- Industrial Operations Command (IOC)

  - Manages AWR stockpiles.

  - Provides AWR hand-off teams.

  - Provides personnel and equipment required for battlefield ADP repair.

  - Provides and manages quality assurance specialist/ammunition surveillance (QASAS) support for the LSE.

  - Provides Aviation Depot Maintenance Roundout Unit (ADMRU), Aviation Classification Repair Activity Depot (AVCRAD), and Mobilization ADMRU Control Element (MACE) from mobilized RC units.

  - Operates, staffs, and equips the Sustainment Maintenance Division (SMD) for the LSE.

  – Provides training for deployable personnel.

  – Provides personnal resources for the LSE.

  – Functions as contracting KO for LOGCAP.

- Communications-Electronics Command (CECOM)

  – Provides LAP support for assigned materiel systems.

  - Provides and manages all communication and selected automation support for the LSE.

  – Provides training for deployable personnel.

  – Provides personnel resources for the LSE.

- Tank Automotive Command (TACOM); Missile Command (MICOM) Aviation-Troop Command (ATCOM); Soldier Systems Command (SSCOM)

  – Provide LAP support for assigned materiel systems.

  – Provide training for deployable personnel.

– Provide personnel resources for the LSE.

Foundation LSEs

- Support CINCs and TSCs on the LPT for LSE missions.
- Develop the life support plans for missions in Foundation LSE geographic areas of responsibility.
- Assist LOGSA (LSE-Rear) with writing LSE OPLANs.
- Provide personnel for the TOC.
- Provide personnel resources for the LSE.
- Provide training for deployable personnel.
- Coordinate National Sustainment Maintenance Management support and LOGCAP contractors into operations and logistics support plans.

Reserve Components (through the Army National Guard (ARNG), US Army Reserve (USAR), and FORSCOM)

- Provide the principal capability for LSE aviation depot maintenance through the ADMRU Program. (ARNG)
- Provide individual RC members to the LSE through the Individual Mobilization Augmentee (IMA) program and furnish backfills to USAMC commands when PDR personnel are deployed with the LSE. (USAR)
- Provide USAR/ARNG units and personnel to plan operations and participate in LSE training and exercises. USAMC accomplishes this through memorandums of understanding (MOUs)/memorandums of agreement (MOAs) with the appropriate ARNG/USAR HQ and RC units.

PLANNING AND TRAINING

Logistics is vital to successful OPLAN execution. Planning involves critical decisions concerning the interface of combat, CS, and CSS at all levels. Logistics planning and operations must be versatile. They also must complement combat operations, thus enhancing the ability of the supported unit to accomplish its mission. Foundation LSE commanders and deployed LSE commanders must anticipate mission requirements and provide the required support. The LSE must assess what resources and capabilities are available in-theater and tailor its follow-on elements accordingly. LSE deploying elements must strive to be self-sustaining in the theater of operations until LOCs are operational.

As previously stated, effective logistics support requires that strategic, operational, and tactical logistics systems merge into one seamless system. Current logistics organizations provide the management, C2, skills, and expertise to forecast, requisition, receive, store, issue, distribute, maintain, evacuate, and dispose of materiel and equipment. ASCC planners must consider the LSE's capabilities to optimize deployment, employment, and redeployment and tailor their organizations when deciding the proper mix of logistics support. Planning factors include:

- Availability of Active Component units.
- Mobilization of Reserve Component forces.
- Funding for temporary active duty tours for reserve component volunteers.
- Funding for contractor support.
- Capability to provide base and life support.

- The threat level.

- Comparison of TOE military, DOD civilian, and contractor skills.

- Special or unique requirements.

Operations Plan

An OPLAN is a commander's area-oriented plan for contingencies that he can reasonably anticipate within the geographical sub-areas of his command. Operations planning is conducted during peacetime, conflict, and war and may be performed deliberately or under crisis action conditions.

The OPLAN specifies the method or scheme of how the LSE commander will synchronize his military actions. The OPLAN is the tool for executing a command decision. It also represents the LSE commander's preparation in a specific area to meet a particular event. The OPLAN--

- Pertains to a single operation or series of connected operations which the LSE performs simultaneously or in succession.

- States critical assumptions which form the basis of the plan.

- Allows higher authorities to authorize subordinate commanders to prepare supporting plans or orders.

- May implement operations derived from a campaign plan.

- Is put into effect at a prescribed time or when the conditions of execution occur.

The format and sample contents of an OPLAN are in Appendix B.

Training

Inherent to the success of the LSE is specialized individual and unit training. Individual training focuses on preparing personnel for deploying to and functioning in foreign countries under less than ideal circumstances. Subjects include care and operations of firearms; nuclear, biological and chemical (NBC) defense; international law during peacetime and wartime; living and working under field conditions; Executive Management Information Systems; and much more (see Chapter 3 for details).

It is the responsibility of HQ USAMC and each of its MSCs to ensure that their LSE personnel receive all necessary deployment training and allocate sufficient resources (funds, time, facilities, instructors) for that purpose. The designated central processing center (CPC) will provide this training during deployment processing only when it cannot be accomplished beforehand because of exceptional circumstances. Unique unit training primarily involves the AWR hand-off team.

Practicing AWR equipment hand-off procedures can be done, funds permitting, as part of joint or multi-national exercises such as BRIGHT STAR, in conjunction with NTC rotations, by sponsoring or participating in command post exercises, and by taking an active role in the Battalion Inspection Readiness Exercise Program (BIREP). See Chapter 5 for AWR information.

LSE MISSION SUPPORT AREAS

The LSE's mission support functions stem from the Army's logistics mission to conduct prompt and sustained combat operations. When deployed into a theater of operations, the LSE provides limited depot-level logistics support, primarily from the

COMMZ portion of the theater. The LSE is the forward element of the national logistics base whose early deployment will ensure a positive link from the deploying units to the CONUS sustaining base. The LSE can fill gaps in the logistics force infrastructure or project selected elements of the wholesale/industrial base into the theater. It can provide a C2 structure for not only USAMC functions but also contractor, RC, and HNS logistics efforts. The LSE does not replace capabilities provided by other TOE organizations in the force structure. The LSE provides support in the following mission areas:

Supply Support

The mission support branch (MSB) provides supply support to the SMD maintenance operations. The MSB requisitions, receives, stores, and issues repair parts, components, and subassemblies required to support the SMD maintenance shops. These items are not for issue against requisitions from other accounts in the theater.

Units turn in retrograde items to the LSE. LSE elements receive, inspect, classify, store, and ship items for retrograde. If directed, they clean contaminated equipment or equipment containing depleted uranium for retrograde.

Ammunition Support

The LSE ammunition support division provides technical expertise and assistance in functional areas of supply, maintenance, surveillance, demilitarization, transportation, security, explosive safety, and accountability for Class V materiel. QASAS personnel may deploy and remain with assisted units. Attached QASAS personnel provide on-site technical assistance in the areas of quality assurance and explosive safety to ammunition officers.

Maintenance Support

LSE activities or contractors under LSE supervision may repair items in-theater. They can also evacuate items to repair facilities outside the theater. The LSE will use the integrated sustainment maintenance (ISM) concept to provide maintenance support in a theater.

Integrated Sustainment Maintenance

The goal of ISM is to optimize the Total Army's sustainment maintenance capability to support the full spectrum of Army missions. It features:

- Centralized management of resources and workloading.
- Decentralized execution of maintenance requirements.
- An automated management information system which fully integrates maintenance management.

The National Sustainment Maintenance Manager (NSMM) office plays a key role in planning, developing, coordinating, and integrating sustainment maintenance operations. Upon mobilization and deployment, it provides an expanded national repair focus to the theater commander.

Sustainment maintenance refers to all maintenance activities above the direct support level. Sustainment maintenance organizations provide 40 (general support) and 50 (depot) level maintenance capabilities. The current Army sustainment structure includes Active and Reserve Components, GS maintenance units, installation Directorate of Logistics (DOL), EAC Aviation Intermediate Maintenance Operations, National Maintenance Point (NMP) depots operated by USAMC, and contractor operations.

ISM provides support across the full spectrum of the Army's mission, from peacetime to wartime and across the full range of military operations. Thus, ISM is complementary to the LSE mission by providing an integral part of LSE maintenance capability.

The NSMM will support the LSE mission by directing all sustainment maintenance activities both in-theater and at CONUS sites. The NSMM will send personnel, as required, with the Jump TOC to assist in identifying the in-theater ISM readiness requirements. The NSMM will provide theater support for the duration of the operation, to include retrograde and redeployment. The NSMM will provide additional staffing as required by the LSE. The LSE commander has operational control (OPCON) over the in-theater NSMM office. In effect, there is a NSMM rear in CONUS and a NSMM forward in-theater which are fully integrated.

The NSMM will use split base operations to coordinate with the sustainment maintenance elements, both in-theater and in CONUS, to capitalize on capability, capacity, and to sustain the force. The NSMM will direct or coordinate all in-theater sustainment maintenance support elements and ensure LSE guidance is achieved. The in-theater NSMM will coordinate with the NSMM in CONUS. The CONUS NSMM interfaces with the Regional Sustainment Maintenance Managers, Local Sustainment Maintenance Managers (LSMM), the IOC, other USAMC MSCs, and other Service agencies to support the mission objective.

If supply or the AWR has defective repair parts components turn in, the NSMM (in-theater and CONUS) will coordinate or direct in-theater repair. If a repair backlog exists in-theater, the in-theater NSMM will contact the NSMM in CONUS which will:

- Provide disposition.
- Deploy contact teams.
- Evacuate materiel to the source of repair.
- Coordinate emergency reconstitution.

Primary and secondary CONUS repair facilities will repair major and secondary items. The NSMM will coordinate with USAMC to satisfy requirements. The NSMM will provide backup to CONUS and theater Regional Sustainment Maintenance Managers.

The NSMM will integrate sustainment maintenance using an Executive Management Information System, The NSMM will maintain two sets of hardware and software which will deploy with the forward element during operations.

Aviation Maintenance

An ARNG ADMRU provides aircraft maintenance support above the aviation intermediate maintenance (AVIM) level. Support includes repair of airframe, power-train (engine, transmission, gearbox, etc.), armament, communications, and avionics/navigation equipment. ATCOM maintenance engineering personnel, logistics assistance representatives (LAR), and/or contractor field service representatives (CFSR) may also deploy to provide on-site technical assistance and engineering support for major field modifications, non-standard repairs, or major battle damage repair.

Automation Software Support

In the absence of an operational combat service support automation management office (CSSAMO), the LSE's automation logistics assistance division centralizes standard Army management information systems (STAMIS) support to all logistics units. It manages logistics software. Automation logistics assistance division

personnel receive, distribute, and implement software change packages. They provide unit level technical assistance, system troubleshooting, and software replacement.

Contracting Support

The LSE's procurement and contracting section provides local procurement, remote purchase, small purchase, and contracting support for the deployed LSE. In coordination with the ASCC's contracting and procurement personnel, it contracts for supplies and services to support the LSE mission requirements. The contract administration services office oversees the contracting officers' representatives (COR) who monitor the operations of contractor forward repair activities and LOGCAP operations located within the AO. It also provides administration support services to the CORs.

Test, Measurement, and Diagnostic Equipment Support

Personnel from Modified Table of Organization and Equipment (MTOE) Area TMDE Support Teams (ATST) provide LSE TMDE support. USAMC assigns ATSTs to combat divisions. Divisions usually attach them to division main support battalions. When the division deploys, the TMDE team goes with them. In the LSE deployment scenario, an ATST, or a portion of one, deploys with the AWR Support Team in the early stages of a deployment. The ATST performs necessary calibration functions on equipment issued from AWR sites/ships to ensure it is in operational condition prior to hand-off to gaining units. Upon completing the support function, the TMDE team deploys forward to support its assigned customer units. A small team of TMDE personnel is assigned to the LSE to coordinate TMDE calibration and repair requirements among the deployed forces and to advise the LSE commander on TMDE matters.

Field Assistance in Science and Technology

The LSE's FAST office coordinates changes in performance specifications and interim materiel modifications to improve the design of weapon systems. It uses information from BDA teams to determine technical requirement changes. It provides this data to USAMC laboratories and centers.

Logistics Assistance Program

LAP personnel provide supply and maintenance technical assistance to deployed units in-theater IAW AR 700-4. A Logistics Assistance Office (LAO) assigned to support a unit at its home station, whether in CONUS or overseas, normally deploys along with that unit when it deploys for a contingency. Although supporting its customer unit while deployed, the LAO becomes part of the deployed LSE and is under the control of the LSE commander.

Army Oil Analysis Program

The Army Oil Analysis Program (AOAP) Division, LOGSA, provides in-theater oil analysis support for the LSE during deployments by operating a mobile semi-trailer-mounted laboratory. The AOAP division provides oil analysis support for all Army non-aeronautical equipment, which is required by DA Pam 738-750, and for Army aircraft, as required by Technical Bulletin (TB) 43-0106.

AWR Support Team

The AWR Support Team prepares AWR materiel (except Class VIII) and munitions for issue/transfer to the designated gaining units. AWR Support Team will deploy to the contingency marshaling area and coordinate initial maintenance checks; issue additional sets, kits, and outfits (SKO) and TOE equipment; and transfer accountability of unit sets and sustainment stocks.

LIFE SUPPORT REQUIREMENTS FOR THE LSE

Life support requirements of the LSE are similar to those of other in-theater logistical units. To enhance the flexibility of support, USAMC maintains a life support package which is tailorable to fit the size of the deploying LSE force. Typical items in the package are tents, folding cots, small portable generators, light sets, safety items, fuel cans, office supplies, and field office equipment. A sample listing of the life support package is in Appendix C.

The Jump TOC assesses support needed for both the operation and for LSE members. The Jump TOC then informs the Foundation LSE and the LSE-Rear of support requirements. These three headquarters work jointly to determine the specific items for the main flyaway package for that theater.

When operations are underway in the theater, the LSE may use a combination of LOGCAP, HN, and Army logistical support to meet sustainment needs. Fixed facilities may be available, but LSE personnel must thoroughly inspect them for safety and security. Food service and water may initially be available only from the LSE deployment packages.

LSE-Rear and the Foundation LSE plan for an objective number of days of initial organic support for food, water, and other critical consumables. Then they factor in a safety stock level for emergencies. The Jump TOC assesses the adequacy of critical life and health support and provides a recommendation to LSE-Rear and the Foundation LSE before USAMC deploys additional LSE modules.

Local and personal security measures are necessary during all LSE deployments. Appendix C contains a list of security measures. The LSE must locate its facilities on bases with other units and tie into the early warning and self defense systems for the rear area. LAP representatives likewise exercise security through awareness and receive coverage IAW their unit's security plan. A predeployment security briefing will provide important intelligence and security precautions. It ensures the LSE members are briefed on the threat, the NBC situation, and the policy on weapons for civilians.

The LSE will require area logistical support from other Army logistical units. Appendix C contains a list on which to identify the potential areas of support and sources.

Contractors working for the LSE do not automatically receive logistical support. However, there are some USAMC contractors working for USAMC in Europe, Southwest Asia, and Korea who may have a contractual statement that the Army will provide logistical support. The Foundation LSE and LSE-Rear should track situations where contractors require US logistical support.

Contractors are responsible for the logistics support of their employees, unless specific logistics support is a provision of their contracts. The vast majority of contractor personnel receive no logistics support. Examples include laborers, truck drivers, and stevedores. On the other hand, many contractors working for the LSE will operate forward. Generally, weapons system sustainment contractor personnel receive the same support as DOD civilians. That support includes preparation for overseas movement (POM) and force protection. If the contractor employees operate forward, they will also likely require transportation, housing, messing, shower, and laundry support.

Chapter 3
Deployment/Redeployment

"First, is the matter of policies governing civilians on the battlefield. It is clear that civilians have and will continue to support soldiers in theater of operations. Civilians have been a valuable augmentation to military logistics units in the past. However, emerging doctrine now places far greater importance on the use of civilians as a means of support, in lieu of military units."

Mr. Eric A. Orsini
Deputy Assistant Secretary of the Army for Logistics
January 31, 1995

The purpose of this chapter is threefold. First, provide an overview of the US deployment system. Second, provide detailed information for how USAMC prepares, processes, and deploys LSE personnel to a theater of operation. Finally, explain procedures for redeploying LSE personnel. Procedures unique for deploying civilian personnel receive particular attention.

DEPLOYMENT

Strategic deployment is the relocation of personnel and equipment from CONUS into a theater, from CONUS to CONUS, from OCONUS to OCONUS, or from OCONUS to CONUS in response to a military need or crisis. Deployments may involve an opposed entry for crisis response or an unopposed entry for natural disaster relief or humanitarian assistance operations.

Phases

There are five phases of deployment as summarized below. Details for each phase are in Chapter 4, FM 100-17.

- Predeployment Activities.
- Movement to the Port of Embarkation (POE).
- Strategic Lift.
- Theater Reception.
- Theater Onward Movement.

Predeployment activities are those activities which Army agencies, units, and installations accomplish prior to movement to the POE. They include all actions at installations and reception stations to prepare personnel and equipment for overseas movement.

Movement to the POE commences once deploying personnel complete their POM processing. LSE personnel will arrive at the POE based on their integration into the ClNC's scheduled airflow. Supported units will provide transportation for LAP personnel and will integrate them into unit movement plans.

Strategic lift begins with departure from the POE and ends with arrival in the theater at a port of debarkation (POD). Generally, LSE personnel will land at air facilities in the COMMZ. However, in rare instances, select LSE personnel may be airlifted far forward (direct delivery), as required by the ClNC.

Theater reception begins with arrival at the POD and ends with departure of personnel and equipment from the POD. It is the combatant commander's responsibility to

develop theater reception and onward movement plans.

Theater onward movement begins when personnel and equipment depart the POD and ends when they reach their final destination in-theater. The combatant commander is responsible for providing for the health, welfare, and support of forces during the onward movement phase.

Time-Phased Force Deployment Data

All deployments to a theater of operation must be in accordance with the combatant ClNC's scheduled air and sea flow, The mechanism for scheduling the strategic deployment of personnel and equipment is the time-phased force deployment data (TPFDD). It is critical to incorporate the LSE into contingency TPFDDs in coordination with the supporting ASCC.

LSE Deployment Sequence

Deployment of LSE assets begins when USAMC receives a request for assistance and area clearance from the supported CINC. LSE deployments usually will occur incrementally, rather than as a single entity, based on CINC requirements and integration into the TPFDD. While no two situations are identical, LAP personnel will probably be the first to deploy with the units that they support. Their deployment can occur as early as C-Day (the day that operations commence).

Next to deploy is the LSE Jump TOC, which also may deploy as early as C-day. Core capabilities such as Maintenance. Supply, and Ammunition Support (see Core Capabilities at Annex A to Appendix D) subsequently deploy. If military/contract air transport delays occur, the LSE must consider transportation via commercial air. The LSE commander will coordinate with HQ, USAMC and the theater CINC prior to using commercial airlift.

Following deployment of the Jump TOC, the LSE commander, with assistance from LSE-Rear in CONUS, assigns derivative unit identification codes and coordinates movement of LSE assets in accordance with the TPFDD. The deployed LSE commander sends a call forward request to LSE-Rear for specific skills needed in-theater. LSE-Rear validates and relays the requests to the Personnel Section within the USAMC Operations Center. The Personnel Section matches required skills with personnel listed on the PDR and calls forward those individuals.

In addition to core personnel pre-designated on the PDR, follow-on augmentation may include non-core personnel, contractors, and by-name requests (see Figure 3-1). The LSE commander can request follow-on personnel using the daily situation report (SITREP) or by other expeditious means.

PERSONNEL ACCOUNTABILITY

For deploying personnel not on the PDR, home stations will detail personnel to the LSE using Standard Form 50/52 or DD Form 1610. Home station will verify departures and arrivals using the SITREP. The SITREP becomes the permanent record of deployment. A personnel specialist in the TOC will deploy with the LSE commander during the initial deployment of LSE assets. He and other LSE personnel section individuals will maintain a database of all assigned USAMC people in-theater. The LSE commander will report arrivals and departures using the SITREP. The personnel section at the HQ USAMC operations center and LSE-Rear each will maintain a database to ensure personnel accountability. The SITREP will include the following information when accounting for personnel arrivals and departures.

- Name.
- Social Security Number.
- Arrival/Departure Date.

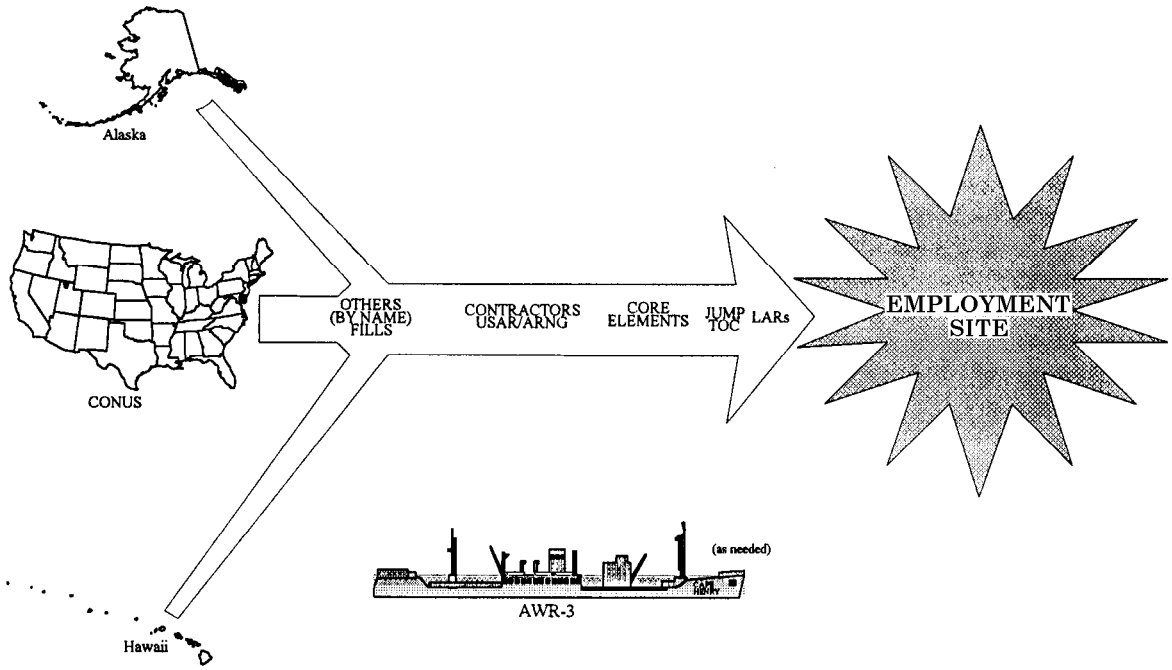


Figure 3-1
LSE Deployment Sequence

- Description of Duties.

- Geographic Location / Area of Operations.

- Total In-theater Strength.

All USAMC personnel deployed to a theater become part of the LSE. In addition, the LSE will report contractor on-hand strengths but need not account for contractors by name unless they are essential.

CENTRAL PROCESSING CENTER

All USAMC personnel and USAMC-sponsored contractors will receive POM before deploying. The home station or sponsoring unit is ultimately responsible for POM processing of its personnel. However, all personnel will process through the designated CPC in order to have a central database of deployers and to ensure that POM is complete. The exceptions are LAP who receive POM from their supported unit and personnel already overseas who receive POM at a theater specified location. Also, some contracts will require the contractor to conduct POM at a contractor site. The Army may verify the quality of processing at the contractor site. The DCSPER, HQ USAMC will publish guidance and schedule personnel through the CPC.

Preparation of Personnel for Overseas Movement

Preparing personnel for overseas movement can be complex, expensive, and time-consuming. This is particularly true concerning preparing large numbers of civilians for deployment to remote locations and dangerous situations. A host of actions must take place to accomplish this preparation. A checklist of POM considerations is at Annex B to Appendix D. Paragraphs below summarize actions and considerations necessary for deployment. Details are in separate annexes, as specified.

- **Deployment Authority.** Army practice is to deploy civilian volunteers to the maximum extent. Volunteers pre-designated as emergency essential (EE) civilians comprise the vast majority of personnel USAMC deploys during crises. However, Commander, USAMC has the authority to involuntarily deploy civilians under special circumstances, often when he requires particular skills in-theater immediately. Length of deployment usually does not exceed 179 days. Failure to deploy, or perform work once deployed, can lead to disciplinary action (Annex C to Appendix D).

- **TDY Orders.** All military and civilian personnel deploying to support contingency operations require orders. Detailed instructions for preparing TDY, permanent change of station (PCS) orders, or other types of orders, to include civilian specific considerations, are at Annex D to Appendix D.

- **Family/Legal Assistance.** Family assistance programs are available to help and advise family members of deploying personnel, and to establish support groups until their return. USAMC requires active duty members to participate in the family assistance program; and highly encourages civilian participation. USAMC will provide limited legal assistance to deploying LSE members through the Judge Advocate General (JAG) staff. Examples include wills, powers of attorney, and limited tax preparation services (Annex E to Appendix D).

- **Insurance.** Civilian insurance policies may not always cover operations in dangerous situations such as combat. However, military and civilian personnel are eligible for insurance coverage while deployed. The Serviceman's Group Life Insurance (SGLI) program covers military personnel. Civilians are eligible for coverage under the Federal Employees Group Life Insurance (FEGLI). Details are at Annex E to Appendix D.

- **Casualty Status/Next of Kin Notification.** All USAMC personnel deployed to a crisis are susceptible to becoming wounded, injured, killed, or captured. Federal law entitles civilians killed in the line of duty to many of the same mortuary benefits as military casualties. USAMC will notify next of kin if an individual dies, becomes missing, or at the request of an individual following injury or onset of illness (see Annex E to Appendix D).

- **Family Emergencies While Deployed.** When LSE members deploy, procedures are in place through the American Red Cross to provide: timely notification concerning family emergencies, assistance with emergency leave processing, and emergency financial assistance. Rules governing emergency leave and financial assistance differ substantially between active duty members and DOD civilians (see Annex F to Appendix D).

- **Medical Screening, Processing, and Care.** All personnel must be medically fit and properly prepared for deployment conditions prior to departure. Medical processing includes a physical examination, dental screening, eye exam, and the administering of all required immunizations and medicines. Once deployed, civilian personnel receive the same medical care as afforded military personnel. However, ***this entitlement does not transfer to dependent family members*** (Annex G to Appendix D).

- **Weapons/Chemical Defensive Equipment (CDE) Issue.** The CINC and LSE commander may allow civilians to carry military issue firearms during certain circumstances. Privately owned weapons and/or ammunition is prohibited. Acceptance of weapons by civilians is voluntary. The CINC/LSE commander will not authorize weapons for personnel who did not receive proper firearms training prior to or during the POM process. Locations of arms rooms, armories, or other issuing facilities will be determined based on the situation. Deploying personnel also may receive CDE based on CINC guidance. They will receive weapons and CDE either at the POM site or in-theater.

- **Training.** Designated civilian LSE personnel require annual training on a variety of topics to prepare for overseas deployments. They include: care and operations of firearms; NBC defense; Geneva Convention, Code of Conduct, and Uniform Code of Military Justice (UCMJ); living and working under field conditions; and host nation considerations.

HQ USAMC and its MSCs are responsible for determining the most efficient and cost effective method for ensuring LSE personnel listed on the PDR are thoroughly trained. HQ USAMC and its MSCs each will allocate sufficient funds to provide all necessary deployment training to their assigned LSE personnel. They will provide/arrange for instructors, facilities, time, equipment, and supplies. Deployment training becomes the responsibility of the CPC only when training is unavailable beforehand because of exceptional circumstances.

- **Passport, Visa, and Customs Requirements.** All LSE personnel generally deploy with a no-fee official passport, Certain circumstances require the use of a standard blue passport instead. USAMC civilians designated as EE must at all times maintain both a current no-fee official passport and the standard blue passport. Application procedures and reimbursement information are at Annex H to Appendix D. In addition to passports, visas often are necessary. The country(s) being transited and deployed to determine visa requirements. Most countries also require customs processing when entering or exiting their borders. This is especially true for civilians, but can also apply to military personnel (Annex H to Appendix D).

- **Personal Identification.** All personnel will deploy with specified identification cards. For civilian personnel, it is DA Form 1602, "Department of the Army Civilian Identification." For military personnel it is DD Form 2 or 2 (Res), "Personal Qualification Record." Identification tags and Geneva Convention cards (for civilians) also are necessary (Annex H to Appendix D).

- **Deployment Conditions.** During most deployments, LSE personnel will experience standards of living much lower than in CONUS. Climates can be harsh, housing austere, facilities primitive, and privacy minimal. Local and host nation regulations often impose restrictions on behavior, religious expression, etc. Further details on possible deployment conditions are at Annex I to Appendix D.

- **Clothing and Equipment.** Usually, CPCs will issue camouflaged battle dress uniforms (BDU) to LSE personnel for wear while deployed. LSE civilians must strictly comply standards of appearance contained in AR 670-1. The theater CINC will specify other clothing and equipment based on climate and METT-T. A detailed list of organizational clothing and individual equipment (OCIE), CDE, and recommended personal items is at Tab 1 to Annex I to Appendix D.

- **Pay and Leave.** Rules concerning pay and leave often change under deployment conditions. For example, the US Government may authorize danger pay allowances and foreign post differentials, restore lost leave, etc. See Annex J to Appendix D for details. A mandatory requirement for all LSE military and civilian personnel is to join a direct deposit/electronic funds transfer (DD/EFT) program prior to deployment. Doing so guarantees payments to bank while deployed and ensures that dependent family members are taken care of.

- **Combatant Status/Geneva Convention.** The Geneva Convention considers civilians taking part in hostilities as combatants. It authorizes them to wear uniforms and to carry weapons. If taken prisoner, enemy forces should treat civilians IAW with provisions of the Geneva Convention concerning prisoners of war (POW). It is essential that all deployed civilian personnel carry the Geneva Convention Card

(DD Form 489) on their person at all times while deployed (Annex K to Appendix D).

- **Discipline.** Military personnel are subject to military criminal law under the UCMJ. Some offenses punishable under the UCMJ differ from standard civilian offenses. Examples include disobeying orders and being absent without leave (AWOL). DOD civilian and contractor personnel are subject to normal administrative disciplinary procedures except when accompanying US armed forces during a congressionally declared war. During a congressionally declared war, civilian personnel may be subject to military criminal law under the UCMJ. In addition, all personnel must adhere to provisions of status of forces agreements (SOFA). SOFAS establish jurisdictional relationships between the United States and the host nation(s) concerning criminal violations (Annex J to Appendix D).

REDEPLOYMENT

Redeployment is the preparation for and movement of forces (units), manpower (individuals), and materiel from an area of operation to follow-on designated CONUS or OCONUS bases. This usually occurs after the combatant commander achieves conditions favorable to US interests or as the NCA directs.

The key to redeployment is that forces should not consider it a retrograde movement, but in fact as a new deployment. Preparation and readiness of personnel and equipment for possible follow-on missions should be of primary concern to supervisors at all levels. Just as for deployment, personnel and equipment depart the theater according to a TPFDD constructed for that purpose. Movement during redeployment most often is non-tactical. For simplicity, the rest of this chapter focuses on redeployment to CONUS.

Phases

There are six phases of redeployment as summarized below. Details concerning each phase are in Chapter 5, FM 100-17.

- Reconstitution for Strategic Movement.
- Movement to Redeployment Assembly Areas.
- Movement to the Port of Embarkation.
- Strategic Lift.
- Reception at the Port of Debarkation.
- Onward Movement.

Reconstitution for Strategic Movement

Reconstitution for strategic movement concentrates on preparing personnel and equipment at tactical assembly areas (TAA) for strategic movement. It includes cleaning equipment; packing and loading containers in accordance with US Department of Agriculture (USDA) and Customs requirements; initiating maintenance actions; determining transportation requirements for unit personnel, supplies, and equipment; and processing personnel actions such as efficiency reports, decorations and awards, etc. During this or the next phase, LSE personnel will turn-in weapons, CDE, and other supplies and equipment which were issued in-theater by the ASCC, per LSE commander instructions. See Chapter 5 for reconstitution and regeneration of AWR assets.

Movement to Redeployment Assembly Areas

Upon receipt of movement instructions, personnel and materiel move to redeployment assembly areas (RAAs). Personnel complete actions in the RAA initiated during the previous phase, i.e., accounting for personnel, supplies, and equipment and preparing for their transport. Depending on CINC guidance and the size of the theater, the TAA and RAA may become a single entity.

Movement to Port of Embarkation

Based on movement control instructions, personnel and materiel move to the POE for processing prior to strategic movement. For LSE personnel, redeployment most often will be by air. Therefore, the POE will be a military air base or commercial airport. Prior to departure, personnel and equipment must process through a military customs inspection point (MCIP) for USDA/Customs inspections.

Strategic Lift

Because LSEs most often redeploy by air, this phase begins with departure of aircraft. It ends with arrival at the POD. The LSE commander is responsible for arranging for transportation (usually by military air) and integration into the TPFDD. LSE commander reports the departure of LSE personnel using the SITREP. HQ, USAMC operations center will track redeployment of LSE personnel and notify home stations of estimated times of arrival so that they can notify family members.

Reception at Port of Debarkation

This phase begins with the arrival of personnel and equipment at the POD, and ends once all personnel and equipment receive USDA/Customs clearance.

Onward Movement

This phase begins with release from the POD and arrival at final destination. LSE personnel will redeploy through their original CPC or individual deployment site.

Note: The LSE commander determines the sequence of LSE personnel redeployments in coordination with the CINC/ASCC/TSC. Because the LSE Jump TOC may play a key command and control role for the CINC during the redeployment of other forces from theater, it may be among the last LSE elements to depart.

Chapter 4
Contracting

"Contractor operations are under the control of contracting officers."

FM 100-16

Contracting is one of several essential functions involved in the Army's acquisition process. The contracting officer's mission is to obtain the Army's equipment, supplies, or services with the proper quality and in sufficient quantity at a fair and reasonable price.

Army managers face the challenge of coping with a high volume of contracting actions. Contractors, auditors, the General Accounting Office (GAO), Congress, and the news media scrutinize the manager's acquisitions. Contracting, therefore, must be accomplished in a manner that is above reproach. Contracting governing policy and legal guidance are both detailed and voluminous and can be quite rigid to protect the integrity of the process. For these reasons every Army acquisition must be accomplished in accordance with the Federal Acquisition Regulation (FAR), the Defense FAR supplement (DFARS), the Army FAR (AFAR) supplement, and in some cases the Federal Information Resource Management Regulation (FIRMR).

CONTRACTING SUPPORT FOR LSE MISSION AND FUNCTIONS

USAMC deploys the LSEs on a contingency basis throughout the world in support of vital national interests. These contingency operations involve military and other public or allied elements. Contracting is one of the primary tools used by the LSE units/activities to obtain supplies or services in support of the mission.

Properly used, contracting is an effective CSS force multiplier for the LSE. It can increase existing LSE capability and provide a new source for critically required supplies and services. Contracting for supplies and services can improve response time during the critical early stage of a deployment, thereby freeing airlift and sealift for other priority needs. Also, it serves to bridge gaps that may occur before mobilizing military logistics resources and in many cases will be necessary for the duration of the contingency. It is valuable where no HNS agreements exist or where HNS agreements do not provide for the supplies required.

While contingency contracts are written with a crisis in mind, weapons system support contracts are written during the acquisition cycle. The LSE will be involved in both types of contracts, with emphasis on the weapons system support contracts.

Contracting can fulfill all of the following requirements that US forces would otherwise fill:

Supplies: Class I, II, III, IV, IX (limited), and water.

Services: Labor, mortuary (within specific parameters), laundry, shower, water purification, dining facility, sanitation, port operations, and movement of equipment and personnel by all modes of transportation.

Other: Billeting, copying, maintenance and repair, equipment leasing, and access to communication networks.

The operational situation determines when LSE contracting personnel will deploy. In most contingency scenarios, the advance element of the LSE (Jump TOC) includes contracting personnel along with supporting, resource management, and legal personnel who should precede the arrival of the main body of contracting elements. These elements are part of the LSE headquarters involved in the operation and will include warranted contracting officers, contracting support personnel, and legal advisors. The LSE should seek assistance from TOE finance elements of the ASCC. Finance organizations should deploy along with the Jump TOC to support contracting, unless TOE finance elements have already deployed and can support LSE contracting.

The LSE contracting office will coordinate with the theater head of contracting activity (HCA) and the principal assistant responsible for contracting (PARC). The PARC may be dual-hatted as the Theater Contracting Activity Commander. All contracting officers and ordering officers in-theater will receive their warrants from the PARC. The PARC will coordinate the deployment of contracting officers and all contracting offices will follow the PARC's direction. LSE contracting officers may work within an LSE or be attached to the TSC.

Contracting officers who manage weapons system contracts will continue to operate on their home-station warrants and appointment letters. Ordering officers, although not a part of the contracting element, can purchase specific supplies or services within limits specified by the ordering officer appointing authority or by regulatory guidance.

AUTHORITY AND RESPONSIBILITY

The authority to contract flows from the President and Congress through the Office of the Secretary of Defense (OSD) and Office of the Secretary of the Army (OSA) to the Major Army Commands (MACOMs). Usually, the commander of each Army command is the HCA for that command. However, contracting authority is different from command authority as shown in Figure 4-1. The HCA is responsible for managing and conducting acquisitions to accomplish the assigned mission. The HCA has the authority to acquire supplies, equipment, and services by contract for the activity. The HCA appoints a PARC, and delegates to him those responsibilities of the HCA described in the AFARS or as DOD or HQDA directs. The PARC further delegates contracting authority to select and warrant contracting officers who have authority to enter into, administer, or terminate contracts. The PARC will be on the ASCC staff.

The PARC is the office that controls asset allocation. Without this centralized coordination, the first contracting officer in-theater might place options on all of the available hotel space, tie up a HN vendor's full capacity, or procure a service that would be better performed elsewhere. Prices may rise unintentionally if contracting is performed without the PARC as the central coordinator.

The contracting officer's authority to bind the United States has limits. Instruments which impose limits include appointment warrants, department directives, the FAR and its supplements, federal statutes, and interpretative decisions of the Comptroller General and courts or boards.

JOINT OPERATIONS

LSE contracting personnel must prepare to function in a joint environment. Previous LSE deployments as part of joint operations supporting contingencies in immature theaters reinforce this requirement. The trend of world events suggests such operations will reoccur, requiring the creation of joint contracting elements staffed by personnel from more than one Service operating in the theater. The CINC will

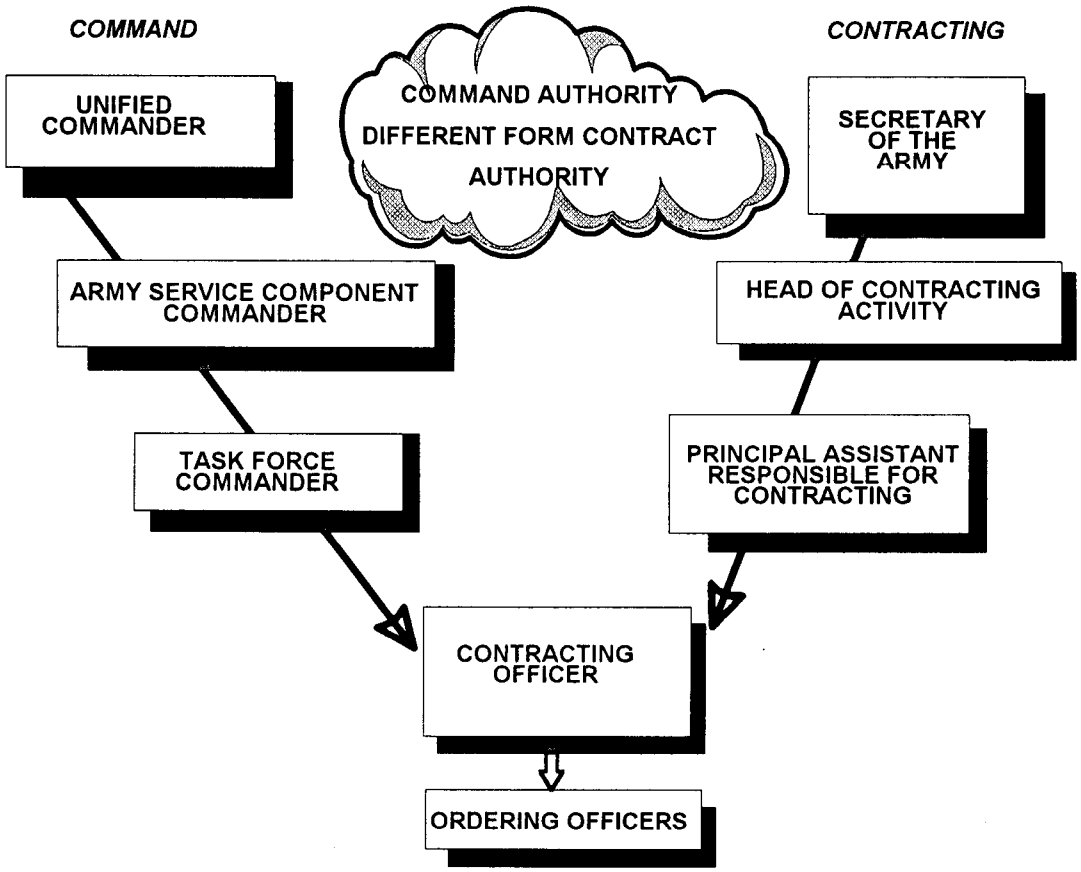


Figure 4-1
Command Versus Contracting Activity

normally establish a joint contracting office. The Army portion of the joint office may include all warranted Army contracting officers in the theater.

If separate Services maintain parallel contracting organizations, cooperation and coordination among the Service elements are essential. Cooperation and coordination precludes inter-Service competition for local supplies or services, obtains more advantageous prices through consolidation of requirements, and uses scarce personnel resources more effectively.

Army Service Component Commander

The ASCC, upon designation as the HCA by the Assistant Secretary of the Army for Research, Development, and Acquisition, may establish a theater contracting activity. The HCA appoints a PARC. The PARC controls all Army contracting within the theater to ensure continuity and consistency of operations to include deconfliction among contracting officers, if necessary. The PARC will usually be on the ASCC staff.

The PARC is the senior acquisition advisor responsible for oversight and

administration of the contracting function as planned and executed within the contracting activity. The PARC is responsible for all contracting functions except those specifically reserved for the HCA. The PARC grants theater warrants to contracting officers in the TSC, LSE, and other Army organizations in-theater and monitors their efforts. Support planners work with the PARC to plan for the sourcing of needed support.

Logistics Support Element

The LSE, to execute its mission, will normally require contracting office authority from the HCA. If the HCA designates the LSE as a contracting office, the PARC can delegate the authority to appoint ordering officers to perform ratification approvals and post-award approvals up to a specified dollar threshold.

The contracting office at LSE headquarters is the LSE operator for contracting. The LSE contracting office provides contracting support to LSE units and LSE headquarters while offering oversight and back-up contracting support to other contracting elements in its operational area.

Other Personnel and Offices Supporting Contracting in the LSE

Resource Management. The resource management office will verify, through signature certification, the availability of appropriated funds. Regulations prohibit contracting officers from purchasing or contracting without sufficient funds prior to initiating the procurement. The funds certification officer and contracting officer must work closely during any type of contingency to ensure that funds are appropriate, valid, and sufficient.

Finance Officers. Finance officers provide the checks and currencies to support contracting (and any other local procurement). They ensure that administrative and accounting procedures governing the disbursement of public funds are adequate and assure responsive field finance support to the contracting efforts. Further, they ensure compliance with all statutes concerning the expenditure of public funds. Finance support comes from early deployed elements of the ASCC finance organizations.

Staff Judge Advocate (SJA). AFARS 1.697 requires legal counsel to participate in all phases of the acquisition process and to review for legal sufficiency all actions of $100,000 or more. The SJA should review actions less than $100,000 to the maximum extent possible consistent with the availability of legal counsel.

Ordering Officers (OOs). Supporting activities nominate ordering officers to support their organizations. Persons authorized in AFARS 1.698 then appoint nominated OOs. OOs receive instructions and guidance from the contracting officers but are not assigned or attached to the contracting element.

Contracting Officer's Representative. CORs are subject matter experts (SME) or specialists in some specific area. They advise contracting officers on details about the items or services purchased. CORs monitor contractor compliance and help administer particular contracts, CORs play a key role in the Government's quality assurance program. CORs typically monitor the progress of, inspect, and accept the supplies or services delivered to ensure timeliness, quality, and conformance to specifications. CORs receive nominations from the requiring activity and appointments from the contracting officer. Letters of appointment limit COR authority, as specified. Designation as a COR is normally an additional duty.

PREDEPLOYMENT PLANNING

Prior to deployment, the LSE contracting personnel should establish a contracting support plan (CSP) in coordination with HCA, PARC, ASCC, TSC, and USAMC's

MSCs and maintain contracting support kits. Unplanned deployments do not preclude planning for their support. Planning helps perfect the mechanisms and organization required to accomplish support with a minimum of time or effort.

Contracting Support Plan

The CSP is the mechanism for planning. It begins at the senior Army logistics command. Each successive lower level of command includes it in their planning. Through the CSP, the LSE assures that contracting plans and procedures are implemented, reviewed, and carried out. The LSE-Rear approves the plan, which assures that HNS and LOGCAP resources are fully utilized and that contracting solutions are considered in planning for contingency deployments.

Contingency Contracting

CSPs must consider the coordination of organic support, and contingency contracting throughout the entire operation. Contingency contracting ensures that contracting officers conduct advance planning, preparation, and coordination to support the deployed forces. It will guard against inter-Service and intra-Service competition for the same resources. Competing for resources would result in higher prices as well as possibly reducing availability. The PARC will centrally coordinate contingency contracting activities throughout the AO. All LSE contracting personnel must have a thorough knowledge of contingency contracting. Further information on the policies and procedures of contingency contracting may be found in Army Federal Regulation Supplement Manual Number 2. The principles of contingency contracting are outlined at Appendix E.

Contracting Support Kits

The LSE contracting office sets up and maintains contracting support kits containing enough required forms, general supplies, and equipment to support a contracting officer for a pre-determined time at a remote deployment location. See Appendix F, Army Federal Acquisition Regulation Supplement Manual Number 2 for example kit. In addition, the LSE contracting office also may develop separate databases for potential deployment locations. Both the basic kit and the database for the specific deployment area must accompany the contracting team. Databases may include area studies, locally developed logistics support data, and recommendations from State Department Foreign Service personnel. Information also comes from US civilians or others familiar with the area. A thorough knowledge of existing LOGCAP and HNS agreements available in the area of operation is also necessary. LSE contracting office personnel must continually update this information.

Training

LSE contracting officers listed on the PDR work in the contracting office at their MSCs/SRAs to maintain qualifications as contracting officers and proficiency in contracting laws and procedures. In order to remain responsive, they should participate in field training exercises (FTX) and training with the LSE, including operational and logistics planning and execution. They also will cooperate with LSE and other staff elements to ensure coordinated preparedness for deployment. Additional information on contracting for the Army in the field is in the Army Federal Acquisition Regulation Supplement Manual Number 2.

TRANSITION TO CONTRACTORS

Contractors are a critical source of support for the CONUS based, force projection Army. Use of contractors releases

military and civilian personnel for other missions or to fill shortfalls. They provide the Army with an additional means to adequately support the current and programmed force. As previously stated, the LSE participates in both contingency contracts and weapons system support contracts, with emphasis on the weapons system support contracts. The weapons system support contracts that exist must be monitored during conflicts. The weapons system contracting officer, in conjunction with LSE personnel, must carefully review weapons system contracts when planning support to an operation because the contracts as written may not cover all METT-T elements of importance to the theater commander. Weapons systems support contracts are the responsibility of the MSCs, which will send representatives as required.

The LSE contracting element will write contingency contracts in support of the mission assigned by the TSC. Among other functions, they can provide support during reception, staging, and onward movement, or they may fill shortfalls in the logistics structure for such functions as transportation, maintenance, and field services.

Support of Contractors

Generally, it is not desirable for the Army to provide support to contractors as contractors are responsible for providing all the support functions for their personnel, However, on a case-by-case basis, the Army may negotiate with contractors to provide support. In all situations, it is important that all contracts clearly state who is responsible for supporting contractor personnel. If the Army is responsible, planners must enter the requirements into the system so that adequate resources are available. The initial objective is to require contractors to be as self-sufficient as possible. When this is not possible, each contract will specify what support, property, and training the Army will provide. Depending on services provided, the Army may need to provide contractors with selected items of property to be stored in locations close to the intended areas of use or stored in locations that provide for rapid movement to the storage areas. Some materiel examples are protective masks and clothing, communications equipment, firefighting equipment, and medical and chemical detection equipment. Contracts must specify contractor responsibility for storage, maintenance, accountability, and testing of Government furnished property and procedures. Contracts must also specify contractor responsibility for training and developing procedures for accounting for Government furnished property.

Another critical consideration for support to contractors is personal security. Commanders may not place civilians in imminent danger of bodily harm. Also, planners must consider the effect of having significant numbers of contractors performing logistics functions in the rear since it reduces the number of personnel available for security tasks.

Continuation of Essential Contractor Services

All of the contracting officers are responsible for ensuring the continuation of essential contractor services during a crisis. Usually, the statement of work (SOW) requires contractors to develop a contingency plan. For example, the plan may identify a pool of replacement personnel. The issues are how to identify the essential contracts, how to pay contractors for contingency planning, how to integrate contractor contingency plans into operational plans, and how to monitor compliance.

The TSC recommends which services are essential. The contracting officer documents essential services in the SOW, Examples of essential services are weapons system maintenance, equipment upgrades, and support of command, control, communications, computers, and intelligence (C41) systems. The NSMM office will maintain a database on an executive

management information system of existing sustainment maintenance related contracts.

The SOW should include a description of the essential service and require the contractor to prepare contingency plans to reasonably ensures continuation. At minimum the contractor contingency plan should include--

- Name, address, and telephone number of the contractor.
- The number of contractor employees and equivalent work years required to perform the essential service.
- Plan for retaining or replacing employees, including those with mobilization recall commitments.
- Plans for contracting employees when responding to crisis conditions, including the contractor's concept of operations.
- If overseas, the name, address, and telephone number of in-country points of contact.
- If overseas, the number of dependents of essential employees to be included in non-combatant evacuation planning.

Information on essential contractor employees overseas is sensitive data. People maintaining this data will appropriately mark, safeguard, and release this information only to authorized personnel.

USAMC expects contractors to use all means at their disposal to continue to provide essential services, in accordance with the terms and conditions of contracts, until the military releases or evacuates them. The combatant commander determines when to execute contingency plans for essential services and when to release contractors for non-combatant evacuation.

Contractors will furnish contingency plans through the contracting office to the TSC. The TSC determines which services are essential. That activity should in turn furnish a copy to the Foundation LSE commander. The supported commander should conduct a yearly assessment to determine the impact of unanticipated or premature loss of contractor services. If the impact is significant, the supported commander and the Foundation LSE commander should plan for alternative sources of support such as military, DOD civilians, HNS, or alternative contractors.

Risk Using Contractors

The use of civilian contractors versus US military personnel involves a higher degree of risk. Contractor employees traditionally support the Army in overseas locations during crises and can provide continued support in the future. However, no one can accurately predict their future performance. For example, contractors may refuse to deliver goods or services to potentially hazardous locations or may desert an AO in the face of danger. Advanced acquisition planning can reduce the risk by providing redundancy and multiplicity of sources of support.

LSE commanders must evaluate the most effective use of contractors. In some critical situations and locations, contractor support may not be suitable. LSE commanders must assess risk to both mission accomplishment and to the safety of contractor personnel. Additionally, they should evaluate both peacetime and wartime contract costs to determine the appropriate support for each region and function.

The nature or degree of wartime situations may vary greatly. Contingency contracts and contingency clauses must be carefully drafted to specify the services required and the conditions under which they will be required. Required contract support

services will be acquired under the authority of the FAR, DFARS, and the AFARS.

LOGISTICS CIVIL AUGMENTATION PROGRAM

AR 700-137 promulgates LOGCAP. The Department of the Army, Deputy Chief of Staff for Logistics, is the proponent, and USAMC is the program manager. The Foundation LSEs are the focal points for LOGCAP in-theater.

The US military traditionally employs civilian contractors in noncombatant roles to augment military resources. LOGCAP leverages civilian corporate resources as facility and logistics services support multipliers in support of US forces. LOGCAP provides a rapid and responsive contract capability which augments US forces by meeting CS/CSS requirements.

The LOGCAP is a special contingency contracting concept. The concept is to maintain, based on multi-regional needs, a worldwide umbrella contract. The program includes the contracting equivalent of contingency plans for various regions. It allows for the swift acquisition of contracted logistics support required in crisis. The CINC may choose to execute the plan for his theater to increase his flexibility and fill shortfalls in the force as he evaluates the TPFDD. The commander decides where to use force structure or contract support to accomplish the mission.

The LOGCAP contract design allows for support to Army forces in contingency operations worldwide. It provides for augmentation to CS/CSS troops in war and across the full range of military operations. (See Appendix E for detail discussion on LOGCAP.)

Chapter 5
Army War Reserve Stocks

"Our task today is to shape our defense capabilities to changing circumstances."

President George Bush

Since the end of the Cold War when most US forces and equipment withdrew from Europe, the centerpiece of US defense strategy is ***force projection*** from CONUS in response to regional crises. To make this strategy viable, the Army must be able to rapidly deploy up to a five-division contingency force, its required support, and follow-on forces.

Initial sustainment of these forces will be from AWR stocks managed by USAMC. Names and locations of AWR stocks are: AWR-1 - CONUS; AWR-2 - Europe; AWR-3 - Army Propositioning Afloat (APA); AWR-4 - Pacific; and AWR-5 - Southwest Asia.

AWR CONCEPT

AWR provides the capability to rapidly support combatant CINCs worldwide. It consists of critical weapons systems, equipment, and supplies which are available for war or for other operations, such as humanitarian assistance and disaster relief. USAMC maintains AWR materiel at various land-based storage sites around the world and aboard a fleet of vessels including roll-on/roll-off (RO/RO) and container ships. Materiel located at AWR sites include:

- Tracked and wheeled vehicles to equip brigade combat teams.
- Sustainment equipment and supplies.
- Medical and life support packages.
- Limited port opening capability.

AWR operations call for airlifting Army forces into a theater APOD, linking deployed forces with AWR equipment at a marshaling area in the vicinity of the AWR site, and transferring equipment accountability from USAMC and USAMMA to the deployed force. Deploying forces subsequently depart the marshaling are to conduct combat, peacekeeping, or humanitarian operations.

CONSIDERATIONS FOR EMPLOYMENT

Forced entry operations are beyond the intent and capabilities of AWR operations. Therefore, essential requirements for issuing AWR are secure APODs, SPODs, marshaling areas, and road networks of sufficient capacity to accomplish RSOI operations.

RESPONSIBILITIES

Because planning and executing AWR operations are complex, many commands and agencies are involved and have multiple responsibilities. Figure 5-1 provides a very general picture of some of the commands involved and their role in AWR operations. FM 100-17-1 contains a comprehensive list of APA responsibilities. FM 100-17-2 will specify detailed responsibilities for operations at land-based AWR sites.

Supported CINC

The supported CINC will:

- Coordinate and facilitate HNS through country team.

SUPPORTING COMMANDS/AGENCIES	
USAMC LSE	• Maintain, prepare, issue, and transfer accountability of AWR (except Class VIII) to the designated gaining unit. • Augment operations for reception, staging, and onward movement of follow-on forces during contingency missions. • Prepare for additional LSE missions in-theater as required by ASCC Commander. • Provide Offload Preparation Party (OPP) personnel, and supervise OPP operations for APA operations.
USAMMA Medical Logistics Support Team (MLST)	• Prepare, issue, and transfer medical materiel (Class VIII) to the designated gaining unit.
Forces Command	• Prepare forces for operational assignment and provide assistance to deploying forces as required.
Air Mobility Command	• Provide strategic airlift support for AWR operations.
Military Traffic Management Command (MTMC)	• Provide traffic management, CONUS commercial air and surface transportation, and common user ocean terminal support. • Serve as Port Manager at SPOD.
Military Sealift Command	• Direct and support APA ships.
SUPPORTED COMMANDS	
Supported CINC	• Coordinate HNS. • Designate MTMC or CTG to command the port. • Provide area security.
Army Service Component	• Assume OPCON of assigned AWR equipment after issue. • Designate type force required to support AWR operations.
Composite Transportation Group (CTG)	• Operate APOD/SPOD. • Serve as Port Manager if CINC directs. • Provide motor transport.

Figure 5-1
AWR Operations - Snapshot of Major Command Responsibilities

• Ensure security within the theater of operation and provide intelligence support.

• Designate, in broad terms, the area in which AWR marshaling will occur.

• Validate to USCINCTRANS the arrival dates/times of supporting airlifted elements for movement to the AOR.

• Designate the time to commence movement of APA ships under his COCOM and

designate either MTMC or the CTG to command port operations.

Army Service Component Commander

ASCC will:

- Identify all requirements for supporting: the APA force, the LSE, OPP, and the USAMMA MLST.
- Coordinate with HQ USAMC or appropriate Foundation LSE for issuing land-based AWR.
- Coordinate with MTMC representative or the CTG in order to prepare for APA operations.
- Assume OPCON of AWR equipment following issue.
- Designate and deploy the type forces required to support AWR operations.
- Provide security as required by CINC OPLAN during RSOI operations.

Military Traffic Management Command

MTMC provides the CINC with port management, traffic management, transportation engineering, and integrated transportation system support. It designates and manages the port in coordination with the supported CINC and the CTG. MTMC interfaces with the HN on SPOD operations, including contracting for stevedoring and related terminal services.

US Army Materiel Command

USAMC is responsible for managing and accounting for all AWR equipment and supplies except for Class VIII, medical materiel, which is a USAMMA responsibility. USAMC will:

- Coordinate, oversee, manage, monitor, control, and record all unit equipment and supplies stored at AWR sites as authorized by HQDA Deputy Chief of Staff for Operations (DCSOPS) and Deputy Chief of Staff for Logistics (DCSLOG).
- Establish and maintain control visibility for all Army-owned AWR materiel other than Class VIII.
- Procure assemble, pack, preserve, inspect, load, record, account for, and maintain all AWR stocks.
- Inspect, condition code, maintain, repair, replace, substitute, or augment AWR materiel, other than Class VIII, when it is returned to its storage site or when APA ships return to port for cyclic vessel inspection and maintenance.
- Develop and coordinate issue and accountability procedures in military standard requisition and issue procedures (MILSTRIP) format with the HQDA executing agencies (FORSCOM, Third US Army), the designated supporting and gaining CINCs and MACOMs, and the designated force commander or his representative. USAMC, through the LSE, will utilize these procedures to ensure the rapid, orderly transfer of materiel, munitions, and accountability from AWR storage facilities/vessels to the force commander.
- Perform, to the maximum extent possible, Care of Supplies in Storage (COSIS) on AWR materiel to preclude deterioration and assure equipment is maintained in a 10/20 standard.
- Perform periodic inspections of all AWR materiel and munitions to identify COSIS, maintenance, repair, and replacement requirements and coordinate with HQDA for authorization and funding to repair, rebuild, or replace equipment and materiel not meeting 10/20 maintenance standards.

- Coordinate maintenance cycle efforts with HQDA executing agencies.

- Prepare, to the maximum extent possible, AWR materiel (except Class VIII) and munitions for issue and transfer to the designated gaining unit.

- Resource and supervise the activities of the OPP. The OPP consists of support personnel such as mechanics and equipment operators from USAMC. USAMMA and other commands may augment the OPP based on METT-T. The OPP is responsible for assisting ship crews in preparing for the discharge of APA supplies and equipment. The OPP will board APA vessels at the earliest practical moment either at sea, at an interim port, or at the SPOD if earlier boarding is not possible. The OPP updates the database so that the LSE knows what materiel requires maintenance. Ideally, the OPP will deploy to join the APA ships at least 96 hours (four days) prior to SPOD closure. See Annex A to Appendix F.

- Coordinate, monitor, control, receive, account for, and arrange for the turn-in or retrograde of AWR materiel, other than Class VIII, when released by the deployed force commander and/or theater ClNC. This will include inspecting, condition coding, repackaging, represerving, marking, coding, documenting, loading, and accounting for equipment to ensure the orderly, efficient turn-in or retrograde movement of all materiel and munitions.

- Coordinate with HQDA for authorization and funding to restore, regenerate, reassemble, and receive or reload specified AWR materiel and munitions as rapidly as possible to ensure continued availability to the Army's force projection mission.

- Support and provide required personnel for the AWR Mobile Training Team (MTT).

- Develop and coordinate memoranda of understanding to support the AWR program.

- Coordinate all ship requirements with HQDA, FORSCOM, and Third US Army, to include: determining required delivery dates of all APA stocks, maintaining current stow plans/manifests, and providing cargo data to MTMC for the establishment of stevedoring contracts, as required.

- Maintain a battle book for each APA ship, to include inventories; download information to facilitate use of warfighting stocks by the CINCs.

- Prepare, in conjunction with FORSCOM, a BIREP to increase the capability to rapidly execute AWR operations. The BIREP will consist of, but not be limited to--

  - Visual inspection and cyclical validation of equipment and supplies stored in AWR facilities and vessels.

  – Training in organization and procedures for discharge and issue of AWR equipment.

Since LSE elements will be among the first to arrive in-theater, USAMC must make early arrangements for them with the ASCC or TSC concerning life and initial logistics support (fuel, food, billeting, facilities, etc.), security, transportation, and communications. The LSE Jump TOC will perform the coordination for follow-on LSE elements if it arrives first in-country. Assumptions inherent to this mission include:

- The CINC or ASCC will designate and provide for the LSE Staging/Hand-off area and facilities.

- The receiving force will provide user preventive maintenance checklist (PMCL) maintenance and user preparation materiel (fuel, oil, etc.).

- MTMC or the CTG has primary port responsibility to include arranging for and administering material handling equipment (MHE) capabilities at the SPOD. The LSE Hand-off Team will issue all port opening equipment stored on APA vessels to the designated transportation unit using the same issue procedures planned for the APA force.

- All AWR stock will be discharged from an APA vessel. The LSE AWR team will manage and account for stock not issued until the CINC/ASCC retrogrades or issues the materiel to other units.

LSE-Rear

LSE-Rear performs most of its functions prior to the deployment of an LSE to a theater of operations. LOGSA is responsible for performing the LSE-Rear mission. The primary thrust of LSE-Rear is to collect information concerning the operation and to prepare the LSE Hand-off Team for its mission. Composition of the core LSE Hand-off Team is at Figure 5-2, LSE-Rear must complete its activities prior to deployment of the LSE to an AOR. Deployment procedures are at Chapter 3. LSE-Rear will:

- Assemble, when directed.

- Ensure LSE OPP is on-board APA vessels by C-4 unless otherwise specified.

- Coordinate with HQ USAMC to establish Department of Defense Activity Address Codes (DODAAC) and air lines of communication (ALOC) capabilities for Class IX requisitions by the LSE Hand-off Team. DODAACs will be broadcast to the LSE Team immediately upon establishment within the Defense Automated Address System (DAAS). LOGSA Major Items Information Center (MIIC) is responsible for establishing/changing ship to addresses in conjunction with LSE-Rear.

- Obtain JCS/ASCC mission statement.

- Assemble LSE at appropriate CPC as quickly as possible. Members come from the contingency LSE TDA, which predesignates individuals on a PDR.

- Arrange POM for deploying team members as soon as they are identified.

- Coordinate with FORSCOM to have LSE personnel and equipment added to the TPFDD.

- Locate one 20-foot container for LSE Reparable Pack. This Class IX pack is based upon best information available from the on-board maintenance contractor personnel. IOC will coordinate with HQ USAMC to assemble, consolidate, containerize, and ship all Class IX items required by the LSE Hand-off team in order to repair known maintenance deficiencies required to bring AWR equipment to appropriate 10/20 standards.

- Obtain Class IX funding authority from HQ USAMC.

Logistics Support Element

The primary AWR mission of the LSE is to support USAMC responsibilities identified above. Of particular importance, the LSE element must prepare AWR materiel (less Class VIII) and munitions for issue and transfer to the deploying force and then administer the actual issue and transfer of accountability. Responsibilities of the LSE to accomplish equipment preparation, issue, and transfer of accountability are below. Separate annexes to Appendix F, as specified, provide detailed explanations of procedures.

- Ensure HQ USAMC accomplished early coordination with ASCC or TSC for life and logistical support including: mess, billeting, facilities acquisition, security, transportation, and communications.

Listed below are core requirements of the AWR Hand-off Team in order to perform equipment issue and transfer of accountability operations.

Headquarters Section
Supply Section
Automation Team
Scanning Team
Equipment Configuration Team
Property Transfer Team
Quality Assurance Team
Sustainment Stocks Team
Preservation and Packing Team
Maintenance Section
Preventive Maintenance Check Team
Class IX Support Team
Internal Movement Team

Figure 5-2
Hand-Off Team Core Requirements

- Administer and manage designated hand-off staging facilities. Responsibilities include: conducting site surveys; coordinating hand-off staging area plans with the TSC, ship commanders, and port operations personnel; establishing traffic management plans (time permitting); and accomplishing necessary coordination for establishing site and equipment security (see Figure 5-3). See Annex B to Appendix F for details concerning site preparation.

- Coordinate for the reception of the OPP. Following OPP arrival, the LSE will coordinate and monitor OPP activities. The OPP should accomplish the following tasks aboard ship prior to SPOD arrival: perform maintenance checks such as inspecting fluid levels, tire pressures, belt tensions, etc.; make on-the-spot corrections; remove waterproofing and preservation materials from intake and exhaust openings; install and activate batteries; and more. If ship-board OPP operations are not feasible, the OPP will accomplish them following ship discharge.

- Prepare equipment for hand-off to deploying force. Preparation includes: electronically scanning bar code labels of all rolling stock and containers as they are issued; performing initial quality assurance checks; removing preservation and packing materials; installing or loading weapons, communications gear, and other SKO; moving equipment to the equipment processing area; and more. See Annex C to Appendix F.

- Perform maintenance on AWR equipment prior to issuing materiel to deploying forces. Maintenance of equipment begins as soon as the first pieces of equipment roll out and move through configuration to the maintenance area. Maintenance consists of preventive maintenance checks, organizational maintenance, and direct support maintenance. However, the successful and timely issue of AWR stocks to the receiving force preclude extensive maintenance operations in this area. See Annex D to Appendix F for details concerning how, when, where, and by whom equipment will be repaired.

- Prepare sustainment stocks for issue. Rules vary concerning sustainment stocks depending on class of supply, as depicted below.

- Classes of Supply I, III, IIIP, IV, IX are moved to issue points established by the recipient unit's supply support activity. The LSE will issue stock to the gaining unit in bulk. Bulk breaking is the responsibility of the gaining unit.

– The receiving force unloads Class V at the Ammo Supply Point (ASP). As with the case of the other sustainment stocks, the LSE issues Class V in bulk with break-down the responsibility of the gaining unit. The LSE Ammo Support Team (AST) Section will assist the ASP in bulk breaking the basic load, prescribed load list (PLL), and authorized stockage level (ASL) sets.

– Class VIII is moved to the medical holding area. Class VIII is a USAMMA responsibility.

– The using unit assumes responsibility for equipment readiness and moves to TAA.

- Transfer equipment and supplies to the deploying force. To facilitate a rapid transfer, issue equipment and supplies on tactical STAMIS hardware uploaded with the current baseline. See Annex E to Appendix F and FM 100-17-1 for detailed procedures.

- Update and verify property records, and inventory remaining stock after materiel issue is complete.

- Maintain cognizance over all AWR materiel following issue to deploying forces in order to coordinate, monitor, control, receive, account for, arrange for retrograde, and/or manage inventory of all materiel (less Class VIII) when the maneuver commander or CINC releases them.

- Support other LSE missions as directed by the CINC or LSE commander so long as they do not interfere with operations specified above.

In order to accomplish AWR missions and tasks, the LSE has download/upload support requirements as shown at table Figure 5-3. USAMC assumes that the ASCC or TSC can provide common life and logistics support such as messing, billeting, transportation, communications, and security.

REDEPLOYMENT

Redeployment is the movement of the previously deployed forces from a theater of operations to follow-on CONUS or OCONUS locations. The key to redeployment is not considering it as a retrograde movement, but as a new deployment. The CINC must plan and execute redeployment in a way that facilitates the use of redeploying forces, sustainment equipment, and supplies to immediately meet new crises. Units usually conduct redeployment activities in an administrative, non-tactical environment.

The redeployment process begins after combat operations reconstitution when the force closes upon the RAA. The ASCC can contract for transportation of materiel, maintenance, and other services in order to regenerate the force. Units conduct redeployment in six phases as specified below. Details for each phase can be found in FM 100-17.

- Reconstitution for strategic movement.

- Movement to redeployment assembly area and turn-in of AWR equipment and supplies.

- Movement to the POE.

- Strategic lift.

AWR Download/Upload Support Package

- Common tools
- Specialized tools
- Engine slings
- Sets/Kits/Outfits
- Tents
- Pumps
- Battery Chargers
- MWO Kits
- Lumber
- Bench/Shop Stock
- Air Compressor
- Personal protection (helmets, goggles, etc.
- Ladders
- Paint
- Paint
- Generator sets
- Test Sets
- Trailer/trucks
- Cables
- Computers/CD ROM access
- Class IX parts
- MHE
- Other items, as required by METT-T

Figure 5-3
Support Package

- POD reception.
- POD onward movement.

Turn-In Process

Before moving to the POE, deployed forces will turn in all issued AWR equipment and supplies to USAMC/USAMMA or designated agencies. Turn-in will be in accordance with the procedures coordinated by the ASCC/force commander. The LSE will be the USAMC activity for receiving and accepting accountability for AWR equipment and supplies, less Class VIII. The LSE should use STAMIS turn-in procedures to facilitate accountability transfer from retail to USAMC. USAMC will inspect, receive, dispose, or retrograde all accountable materiel, less Class VIII, turned in by the redeploying forces. These forces will account for all missing items lost while in their custody or control.

Prior to AWR turn-in, deployed forces will prepare equipment in the RAA. Activities include:

- Performing equipment maintenance.
- Washing major end items.
- Affixing hazardous material placards.
- Obtaining US Customs and Department of Agriculture inspections for APA equipment.

Tactical Replenishment

The CJCS may direct the CINC to replenish AWR catastrophic losses. Tactical replenishment will be from the CINC's assets on-hand in the theater. The CINC must take actions to restore AWR equipment to a desired level of readiness commensurate with mission requirements and available resources. Tactical replenishment normally occurs in place and can vary in scope from replacement of consumable supplies, ammunition, major end items, and medical supplies to complete unit replacement.

Strategic Replenishment

Because of the enormity of the mission to replenish major end items, APA brigade equipment may require retrograde to a CONUS

maintenance depot for refurbishment, replacement, and represervation prior to another deployment. Strategic replenishment of APA equipment requires large-scale reassembly of supplies and equipment and maintenance/overhaul for an extended period of time. USAMC is responsible for replenishing APA supplies and equipment except for medical materiel which is a USAMMA responsibility. Chapter 7, FM 100-17-1, provides detailed instructions and specifies responsibilities for replenishing APA assets.

TRAINING/EXERCISES

Many of the tasks performed by LSE personnel in wartime are identical to their peacetime activities and require no further training. However, many activities are unique to wartime, so LSE personnel require sufficient training on activities that do not mirror peacetime operations. Chapter 3 details individual training and equipment for personnel deploying to overseas locations.

In addition, LSE personnel must train on and rehearse AWR unique procedures. HQ USAMC must make every effort, within funding constraints, to incorporate LSE AWR training into: joint/multi-national exercises such as BRIGHT STAR, TEAM SPIRIT, etc.; NTC rotations; and command post exercises (CPXs) that HQ USAMC sponsors or participates. Finally, the LSE can gain excellent training benefits by fully participating in the BIREP.

Chapter 6
Reconstitution and Redeployment of Equipment

"Reconstitution is normally done in preparation for future operations in the operational sequence."

FM 100-7

RECONSTITUTION

There are eight stages of force projection-- *mobilization, predeployment activities, deployment, entry, decisive operations, post-conflict/post-crisis operations, redeployment,* and *demobilization.* Reconstitution can occur anytime between decisive operations and redeployment. It can actually occur after redeployment. The TSC usually will task the LSE to support reconstitution. This support usually focuses on the operational level but can extend to the tactical level by sending LSE elements forward to assist.

FM 100-9 defines reconstitution as a set of extraordinary actions taken by commanders to restore combat-attrited units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. Reconstitution at the operational level prepares the force for future operations. During decisive operations, reconstitution restores combat effectiveness to tactical units such as battalions or brigades. Undertaking reconstitution most often transcends normal sustainment and requires special planning to accomplish.

Reconstitution prepares the force for future operations either in the theater or as preparatory to redeployment to another theater or to home station. At the operational level, the LSE, through the TSC, focuses on preparing Army forces for future operations.

The process has two major elements--reorganization and regeneration.

Reorganization

Reorganization is a command action to shift resources within a degraded unit to increase its combat effectiveness. The main action for the LSE will be in a reorganization which involves sufficient time for CSS beyond normal sustainment. In such cases, it will support the command undertaking reorganization through:

- Increasing LAP assistance.
- Providing on-site BDA teams.
- Providing capability for depot and limited GS repair of swapped out items.
- Intensifying liaison with the TSC distribution management center (DMC) if release of AWR is required to supplement cross-leveling.

Regeneration

Regeneration rebuilds a unit. It is a deliberate, highly controlled, and large-scale replacement of personnel, equipment, and supplies. As the name implies, it is an extensive commitment of CSS resources. Regeneration task forces accomplish regeneration operations at specially designated sites in the corps area or in the

COMMZ. The TSC will assist the ASCC/corps in the regeneration of a brigade.

Roles at the Strategic Level

At the strategic level, depots, arsenals, plants, and NICPs operated by USAMC, DLA, and GSA (together with their contractors and the industrial base) provide the resources for responsive back-up for operational reconstitution.

The LSE provides direct access to strategic reconstitution resources that are available for reconstitution. The LSE can make available to the ASCC (TSC) the following strategic resources: land-based AWR stocks; AWR-3; materiel acquisition; forward repair activities for automation; intelligence, missile, and aviation materiel/systems; additional customer assistance teams for supply and maintenance matters (LAP representatives to provide technical assistance and expedite supply); and modified TOE and TDA units such as TMDE companies and the AVCRAD. The NSMM performs a critical role in reconstitution by providing access to all sustainment maintenance capabilities.

Reconstitution Planning

Planners should consider reconstitution during the OPLAN process. The LSE is a key member of the planning process at the operational level because of its mission to command and control deployed strategic level logistics resources. The ASCC's or JTF's OPLAN will include the commander's intent, concept, and priorities. This guides the entire reconstitution plan. A reconstitution cell locates itself in the ASCC G3 operations section. This cell will be part of the reconstitution assessment and evaluation team that performs liaison functions.

Foundation LSEs and LSE-Rear should participate in ASCC (TSC) planning for reconstitution. In this way, the LSE commanders can keep USAMC informed of potential strategic level logistics requirements and USAMC can issue guidance and policy on commitment of USAMC resources. This process should lead to development of OPLANs and battlebooks detailing LSE participation in operational reconstitution.

During the mission analysis for reconstitution, the LSE determines if strategic resources must support reconstitution and retrograde. The LSE performs its mission analysis in coordination with the ASCC and TSC. Important considerations in the analysis concerning strategic USAMC resources are:

- When does the mission for that activity commence?
- What is the duration and workload?
- Is it more efficient to defer USAMC action until the materiel reaches the depot or other ultimate destination?
- Is there life and base support for additional USAMC activities and personnel?
- Has the call forward of the USAMC resource been coordinated with the TSC?
- Is there strategic lift available and is there sufficient in-theater transportation capacity to receive and position USAMC resources IAW timelines of the mission?

LSE Roles at the Operational/Tactical Level

Building on previously developed OPLANs, battlebooks, and agreements, the deployed LSE continues to improve and update planning and coordinates/directs support for reconstitution. All divisions of the LSE will help refine planning for delivery of USAMC support to these operations. The lead is the LSE Plans and Operations Division.

Under guidance from the commander, this division:

- Represents the LSE at ASCC/TSC and theater support planning meetings. Recommends categories of LSE support, acts as the single point of contact (POC) to receive requests for support, and assures that the level of support and duration are within LSE capabilities. (Representatives from LSE staff sections should participate in this on-going coordination with TSC.)

- Updates the LSE reconstitution support plan based on input from the LSE divisions.

- Assigns and tracks reconstitution tasking to the LSE staff sections and operating activities.

- Prepares reports to the TSC, USAMC, and LSE-Rear on reconstitution commitments and results. Uses the daily LSE SITREP for this purpose.

- Acts as the single source to call forward additional USAMC resources through the LSE-Rear. Other LSE staff sections normally will continue discussions with counterparts at USAMC MSCs on potential needs for resources from the command.

- Assures positive liaison with the TSC reconstitution element, and if appropriate, the corps. The LSE should consider using LAP representatives at corps and division to represent the LSE in reconstitution planning activities.

Support to the reconstitution plan and METT-T may require the LSE to support reconstitution efforts over a wide range of activities/terrain. In stage VII of force projection operations, redeployment, there may be concurrent missions to: support the ASCC by operating a redistribution facility, replenish the AWR, and provide direct assistance to units undergoing reconstitution in preparation for future operations. Based on available resources and mission analysis, the LSE commander may designate mission task organizations from the LSE staff sections and operating activities.

LSE may provide direct assistance to corps and EAC organizations conducting reconstitution. The ability to support forward depends on the in-theater deployed capability of the LSE and the effect of the increased assistance on ongoing and anticipated workload. Normally, the SPO Division receives requests and taskings for direct assistance; and coordinates with the other divisions and the organization LAP representative. This assistance will be in concert with other theater (operational level) support to the reconstitution effort. The regeneration option most likely will place the greatest demand on LSE resources. The principal areas where the LSE could provide direct assistance are:

- Maintenance

  – Dispatch repair teams forward.

  – Dispatch technical assistance in the form of BDA teams and additional LAP personnel.

  – Arrange for priority access to in-theater forward repair activities in aviation, missile, communications, intelligence/electronic warfare (IEW), and other commodities. The LSE can direct which type of work is to be performed in the forward repair activities.

  – Provide support from the TMDE Maintenance Company.

  – Augment DS maintenance quality assurance.

  – Arrange for contractor repair teams.

– Provide priority for oil analysis for quality control.

– Allocate engineering support for non-standard repairs.

– Adjust workload of non-aviation GS repair companies (if these units are assigned to the LSE) to support reconstitution.

- Supply

– Provide additional LAP customer supply assistance.

– Intensify liaison and coordination with the materiel manager at the TSC DMC or corps DMC to expedite supply requisitions for key classes of supply (V, VII, and IX) especially as related to weapons systems.

– Identify materiel from the AWR sustainment, AWR operational project stock, and AWR pre-positioned sets to overcome critical shortages. LSE actions in regard to the AWR must conform to USAMC, TSC, and theater commander's policies.

– Dispatch ammunition QASAS augmentation.

– Coordinate for USAMC with the DLA contingency support team on DLA managed materiel and property disposal.

– Release and expedite movement of high-dollar, high-tech, low-density repair assemblies and components. Coordinate with the DMC and follow TSC stockage policies if source is AWR.

- Other Categories of Assistance

– Participate with assessment and evaluation teams at reconstitution sites.

– Coordinate for new equipment training teams.

– Redirect LSE logistics automation software and hardware repair resources to provide priority to the reconstitution effort.

– Call forward additional USAMC support from LSE-Rear.

– Arrange support to clean contaminated equipment.

THE LSE IN REDEPLOYMENT

Retrograde of materiel to CONUS and to other storage locations occurs continuously but mostly happens when redeploying forces. The TSC DMC issues instructions based on the reconstitution plan, theater stockage objectives, and the overall maintenance program. The LSE will have major responsibilities for retrograde AWR stocks in the theater.

Redeployment

During this phase, the LSE should plan for mission changes that would transition redeployment logistical actions, planning, and support from the numbered logistics headquarters to the LSE. The ASCC will determine who will lead this phase based on METT-T. If assigned this mission, the LSE will receive, identify, and determine disposition; maintain accountability; and store, prepare for shipment, and arrange for movement of Class I, II, III (Package), IV, V, VI, VII, and IX items to the port or a theater storage location. Carrying out these functions will require augmentation from TOE units or contractor personnel. The LSE or contractors may repair items in-theater, or they may send items to repair facilities outside of the theater. The theater identifies the items requiring redistribution instructions.

The TSC materiel manager directs units to turn-in materiel to the LSE. The LSE will receive, inspect, classify, and store turned-in materiel, and will record turn-in information to wholesale or theater accountable records, to include automated reporting of accountable transactions to the NICP under the materiel return program. The LSE will ship items IAW pre-loaded automated disposition instructions or materiel manager instructions.

The ASCC should identify LSE modules necessary to support his redeployment plan as early as possible. There can be significant lead times associated with call forward of additional CONUS resources and establishment of in-theater contracts. There are lead times for acquiring facilities to house these activities. Planning for this stage may start during pre-hostilities by a Foundation LSE and LSE-Rear. The deployed LSE will adjust plans based on updated information on the status of the force, new priorities, time, and other resource constraints well prior to the end of decisive operations.

Redeployment operations start for forward units when they close into TAAs and continue as RAAs activate. Logistical and personnel activities are paramount during this period. Logistical functions include: identifying, separating, and reporting excess materiel to the managers at the senior DMC for recovery and redistribution; initiating equipment maintenance and cleaning; accounting for organic equipment and supplies; and canceling requisitions.

The LSE provides support (when directed) in the TAA and RAA for the following:

- BDA and emergency repair procedures.
- Item classification to include Class V.
- Canceling requisitions.
- Early recovery of AWR.
- Oil analysis.
- Additional customer assistance from the LAP division.
- Maintenance contact teams.
- Coordination of contractual support services from the LOGCAP capability.
- Support from the TMDE Team.

The extent of this support depends on the end state of the LSE in terms of called forward TDA assets, HN, and contracted capability. LSE divisions and activities must carefully manage their organizations during this stage as it may commence before the end of combat operations. It is important to inform the LSE commander of potential increases in the level of mission commitment, The SPO Division keeps LSE-Rear and HQ USAMC informed of proposed and ongoing redeployment support missions assigned to the LSE.

Replenishment and Retrograde of AWR

The LSE will retrograde AWR stocks to designated maintenance facilities. The mission includes transferring accountability of stocks from using units back to USAMC accountable records. Additionally, the LSE will reconfigure to ready-for-use status AWR-3 and AWR issued from fixed sites in and outside the theater.

The AWR hand-off team and personnel from the LSE Mission Support Branch (Materiel Packing and Preservation, Hazard Materials Handlers, TPF/Staging Section and Retrograde Processing Branch) are core resources for AWR recovery, replenishment, and retrograde. During a

mission analysis for this effort, they may determine that augmentation is necessary from the TSC, contractors, or LSE-Rear.

Key tasks performed by the LSE in preparation and return of AWR include:

- Establishing one or more materiel reception, classification, and temporary holding sites.
- Establishing procedures to transfer accountability using the automated systems for AWR management.
- Inspecting and classifying equipment.
- Completing servicing and maintenance to the level specified by USAMC prior to shipment.
- Evacuating and replacing equipment that is beyond LSE maintenance capability.
- Packing/packaging/preserving materiel, to include containerization.
- Determining excess materiel and coordinating redistribution through the TSC DMC. Arranging for security for the site and materiel.
- Arranging for onward movement to storage or repair sites to include preparing documentation required by the automated movement management system.
- Complying with hazardous materiel labeling, handling, and disposal regulations.
- Configuring the equipment to ready for issue status.

At Figure 6-1 is a checklist to assist with identifying the major tasks for the LSE during reconstitution. These points may serve as the basis for developing OPLANs and battlebooks for reconstitution support.

Reconstitution Planning Checklist for the LSE

_____Establish liaison with the TSC regeneration cell and update the TSC on LSE capability. Stay informed of potential reconstitution sites in the theater.

_____Determine potential LSE materiel requirements to support: operational reconstitution, retrograde, and redeployment.

_____In connection with the above, have divisions of the LSE estimate surge capability with current assets.

_____Keep USAMC and LSE divisions informed of potential missions.

_____Maintain up-to-date status of AWR stocks by location, condition code, quantity, and NSN especially for weapons systems, classes of supply I, II, V, VII, IX and high tech reparables.

_____Know current operational status of theater ports and lines of communications.

_____Identify LSE personnel in-theater who will participate directly in the assessment and reconstitution effort. List by skill: QASAS, LAP, maintenance specialty, TMDE, oil analysis, and BDA. Develop a skill list (by name) and assign tasking for those LSE members who will move forward to support tactical units.

_____Arrange for transportation.

_____Prepare a separate plan for LSE maintenance support to reconstitution.

_____After a mission analysis, coordinate for additional USAMC resources.

_____Coordinate with the DLA Contingency Support Team for supply and property disposal support.

_____Determine the availability of additional resources from LOGCAP, and local contracting. Estimate the lead time to obtain surge capability.

_____Coordinate with the in-theater redistribution facility (if established) for potential support missions.

_____Check with the TSC DMC on potential requirements for high-tech/high-cost/low-density items for the reconstitution.

_____Have a separate plan for the reconstitution of AWR that includes use of augmentation units and contracting.

Figure 6-1
Reconstitution Checklist

Chapter 7
Information Operations

"Information is the currency of victory on the battle field."

GEN Gordon Sullivan, CSA, (1993)

LSE COMMUNICATIONS

The LSE's standing mission is to deploy rapidly to operational areas worldwide to provide strategic-level logistics to ASCC during combat and across the full range of military operations. USAMC designed the communications and automation for the LSE to support this mission profile. Characteristics of information operations equipment are:

- Portability and capability for rapid set up.
- Modularity (to include capability for split-based operation).
- Real-time service and secure mode for voice and data.
- Excellent capabilities for voice, data, E-mail, facsimile, and video.
- Worldwide access via satellite links to both commercial and DOD circuits.
- Networks with other LSE elements.
- Connectivity to theater and tactical systems.
- Minimum number of personnel required to operate.
- Commercial off-the-shelf and standard Army equipment packaged to meet the needs of the LSE.

Upon notification from the HQ USAMC Operations Center and LSE-Rear, and with clearance from the theater, an LSE Jump TOC deploys with sufficient long-haul and internal communications to sustain the LSE until the main body arrives. Once in the operational area, the LSE provides updates on the logistics situation to LSE-Rear, the Foundation LSE, and HQ USAMC using organic assured real-time communications. These real-time updates and the ability to communicate directly with the logistics staff of the ASCC, TSC, or JTF allow LSE commanders to rapidly tailor the follow-on LSE modules to best support the force. During early phases of LSE deployments, the LSE Jump TOC uses sophisticated equipment to provide strategic-level logistics support.

The backbone of the system that enables this level of reliable communications consists of dedicated access to Defense Communication Service (DCS) or other leased circuits. USAMC CECOM specifies one or more leased circuits in deployment plans for supporting the LSE. If available and of sufficient capacity, it incorporates the commercial telephone system of the HN (and CONUS) for voice, E-mail, and data. The communications element of the LSE TOC coordinates use of HN systems with TSC communications planners.

US ARMY COMMUNICATIONS AND ELECTRONIC CENTER COMMAND ROLE

CECOM supports the LSE through:

- Designing and fielding LSE communications capability.
- Procuring deployable communications and automation equipment to include ground transportation.
- Providing communications personnel to deploy with the LSE.
- Storing and maintaining the equipment.
- Coordinating with: US Army Information Systems Command (USAISC), the appropriate CINC, and the theater signal command (Army) on LSE communication and automation (i.e., identifying DCS entry points, area signal nodes, and overall operational-level signal support to be available in the theater).
- Obtaining access to commercial satellite circuits, when they are required.
- Assembling the full range of equipment and software for deployment with the LSE. This equipment includes: notebook and desktop personal computers, local area networks (LAN), desktop mobile and cellular telephones, handheld radios, facsimile machines, modems, printers, communications security devices, a small switch system to route voice and data, satellite ground stations, and antennae.

USAMC designed the LSE communications package to provide these capabilities:

- Point-to-point and conference voice via desktop, mobile, and cellular telephones.
- Data transmission and reception for queries into all USAMC and LOGSA databases plus all of the customer data services from LOGSA.
- Access to DAAS for defense data network (DDN).
- LAN and wide area network (WAN) data networks.
- Facsimile, including wireless.
- Voice mail.
- Call waiting/forwarding.
- Modem.
- Secure data and voice via the secure telephone unit (STU) devices.
- Internet to include secure Internet.
- Connectivity to ASCC/JTF via nodal interfaces, mobile or cellular phones.
- E-mail.
- Video conference and digital imaging.
- Speech and data encryption equipment.

ASCC COMMUNICATIONS SYSTEMS

Operational-level signal elements from the USAISC under OPCON of the ASCC provide area common-user system (ACUS) communications support. The ACUS is a series of nodal switching centers in a grid-like network connected primarily by ground line-of-sight multichannel radio systems, but with uplinks to satellites. The ACUS provides: high volume C2, operations/intelligence, administrative and logistics data, and voice

communications. The ACUS and dedicated ASCC support may provide the LSE with:

- Voice and data tactical information services to and within the operational level via multichannel tactical satellite.
- STAMIS connectivity for CSS automation via the CSS automated information system interface (CAISI).
- Out-of-theater access and connectivity to other joint and multinational elements.
- Communications to support ITV/TAV.
- Communications for split-based operations.
- Capability to reroute LSE traffic to CONUS via gateways and the network to communicate with ASCC HQ.

See Figure 7-1 for a diagram of the LSE interface with tactical and strategic communications systems.

The Power Projection for Army C3 (POWER PAC3) company and the Contingency Communications Package/Light Contingency Communications Package are employed for communications during entry operations of force projection. The LSE should establish an interface with POWER PAC3. This unit could also provide area support to the LSE (see Figure 7-2).

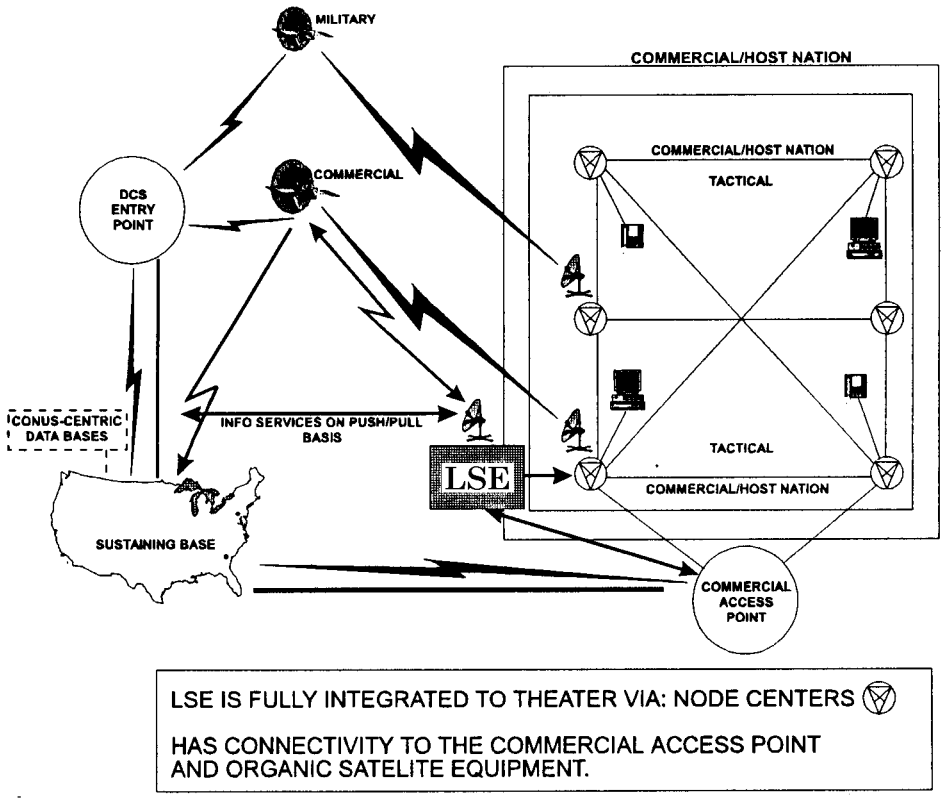


Figure 7-1
LSE Interface with Tactical and Strategic Communications Systems

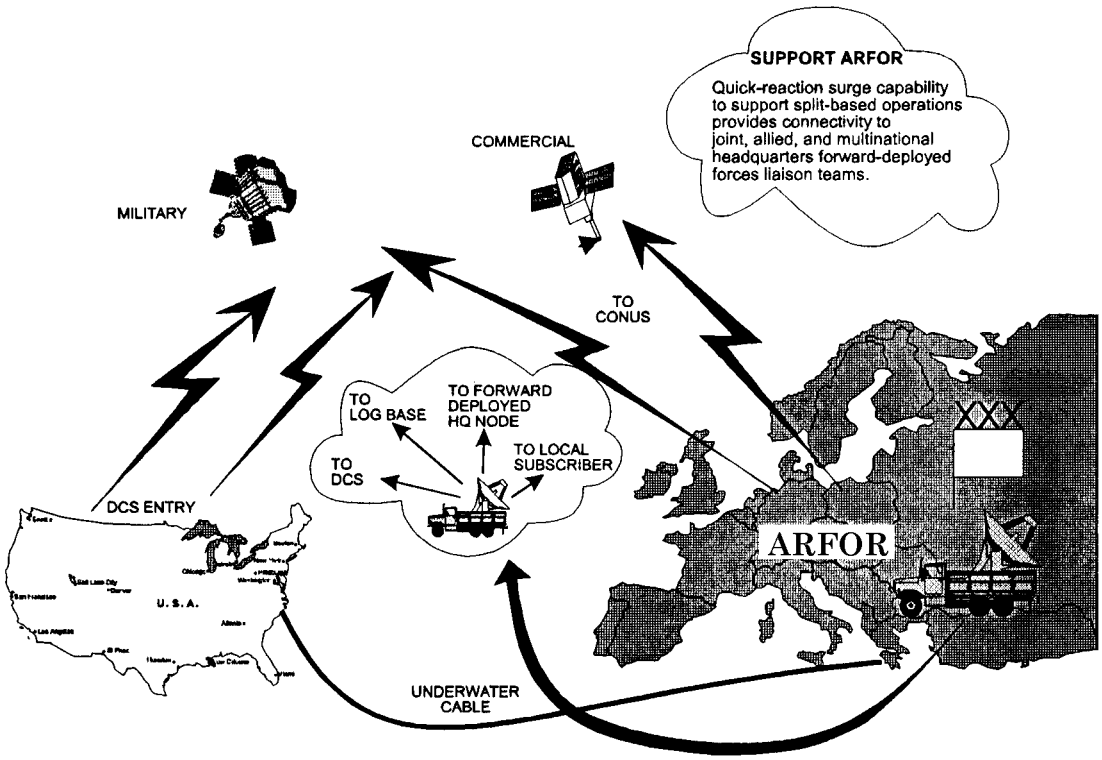


Figure 7-2
POWER PAC3, Entry Signal Support

OCONUS Operations

The LSE must rapidly establish communications with LSE-Rear and USAMC. Communications, more than any other equipment resource, most affects the responsiveness and effectiveness of USAMC strategic-level logistics in support of deployed Army forces. The LSE-Rear and CECOM (in coordination with the Foundation LSE) plan communications based on the infrastructure in the deployment area, potential access to ASCC communications support, the size of the LSE commitment, the mission of the LSE, and the need for rapid deployment. Three packages of equipment are available to meet the mission while enhancing deployability and mobility.

Flyaway Team A is part of the Jump TOC. If necessary, the communications equipment is man transportable. Team A consists of at least two communications planners/operators. This team carries sufficient equipment to allow fully independent point-to-point voice, E-mail, facsimile, and data communications over a satellite link for the team and the advance party of the LSE. USAMC plans to deploy this package within 24-72 hours after alert notification. It will deploy with organic ground transportation if airlift permits.

Flyaway Team B builds on the "A" package. It is the main capability of the LSE. Components include: an International Maritime Satellite (INMARSAT) terminal with

approved circuits; highly portable voice, data, E-mail, and video communications instruments (telephones, notebook and desktop computers, facsimile machines); switches; cabling; base station and satellite antennae; vehicles; and self-contained life support. The number of personnel and level of equipment associated with this package depends on the robustness of HN telecommunications, the LSE mission, task organization, and geographic area covered by the LSE. Package "B" is vehicle-mounted and deployable via C-130 aircraft.

Flyaway Team C is the additional capability of CECOM to reinforce Flyaway Team B from resources at Fort Monmouth, New Jersey. These resources include: CECOM fixed DDN interface nodes and switches, satellite ground stations, commercial and back-up communications personnel and equipment.

CONUS Operations

LSE CONUS (in coordination with LSE-Rear and FORSCOM) plans communications for deployments to domestic support missions. The four principal CONUS LSE missions are: deploy equipment contact teams, provide technical advice, expedite supply, and give customer assistance. The LSE requires assured and timely communications to:

- The supporting task force commander.
- DLA and other federal agencies on the mission.
- LSE CONUS and LSE-Rear.
- HQ, USAMC.
- MSCs and SRAs in USAMC (as required).
- FORSCOM.

For these missions, the LSE-Rear and LSE CONUS will coordinate with CECOM to tailor the LSE communications package based on:

- An area assessment from the on-scene LSE commander.
- Existing electrical power and communications infrastructure.
- Mission and size of the LSE contingent.
- The distance from the support base area to the LSE operational
- Connectivity required to other units on the scene.

LSE COMMUNICATIONS FUNCTIONS

Primary duties of the LSE communications specialists are to store, secure, deploy, install, maintain, and operate communication/ADP equipment and software for LSE communications. Other functions include:

- Coordinating with the ASCC or JTF signal support organization for area coverage to connect with theater networks for voice, data, E-mail, STAMIS, text, and joint message service. This includes LSE interface with mobile subscriber equipment (MSE).
- Controlling all communications security devices, systems, codes, and documents. Implementing Army information security program in communications security, computer security, and electronic security.
- Publishing and updating the LSE signal operating instructions (SOI) and the voice and data address directory.

The LSE interfaces with tactical and strategic systems through node centers, commercial and HN telecommunications systems, and satellite communications as shown at Figure 7-3.

SUPPORT TO THE LAP FORWARD

LAP members of the LSE receive enough equipment (to the extent equipment is available) to be self-sufficient in communications. Prior to deployment, the LSE Foundation and LSE-Rear coordinate for the size and composition of the LAP contingent to accompany Army forces. Critical information includes: task organization, proposed geographic locations of LAP teams, the equipment profile and its density in the Army task organization, and sequencing of forces into the operational area.

Depending on the mission and availability of equipment, the LSE will normally outfit LAP representatives with cellular phones and notebook computers for voice, facsimile, data, and E-mail (with a mail box) connectivity to USAMC MSCs and to the deployed LSE. The LSE will also consider using host nation commercial telephone system. The supported Army units in the corps will normally provide their LAP personnel use of MSE on an area basis. The LSE communications specialist assures that the cellular phones net with MSE nodal switching centers.

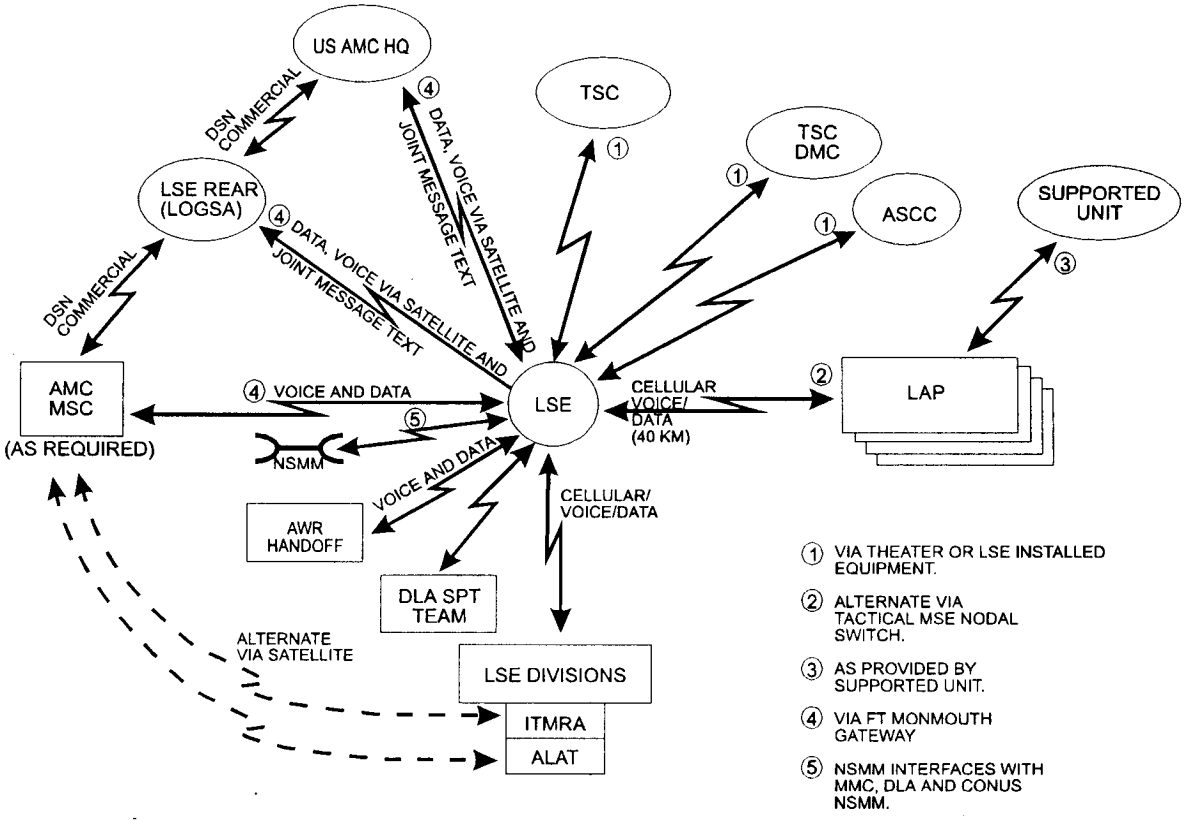


Figure 7-3
LSE Communications Networks

Security

Information activities are vulnerable to interception, penetration, and exploitation. LSEs must implement security measures to deny unauthorized personnel access to information. LSE communications and automation operations will comply fully with information security measures in AR 380-19 and with those issued by the ASCC. When using communications and automation equipment, LSE personnel must follow these standard security practices:

- Prevent unauthorized access to classified information through secure transmission of data and voice.
- Use only encryption codes specified for the operation.
- Implement physical security measures to safeguard all high-value items from access and observation by unauthorized personnel. This is particularly important concerning classified equipment, material, and documents.
- Require authentication, especially if the source of a voice message is in doubt.
- Employ operational security (OPSEC) procedures as described in AR 530-
- Keep voice transmissions short.
- Present information security briefings and require attendance.
- Follow special accountability procedures for communications security (COMSEC) devices and material.

Continuity of Operations

Continuity of Operations (COOP) permits the LSE to continue operations if automated systems become inoperative due to battle loss or if technical problems occur. Regularly backing up critical logistics databases and files is a COOP measure. Storage of backed up media at an alternate site is fundamental to continuity. Plan to have float equipment and alternate processing sites for critical automated processes. Split-based operations, where the deployed LSE can access and manipulate CONUS logistical data, is a form of COOP.

AUTOMATION

The LSE establishes an ADP interface to the CONUS strategic level and one or more STAMIS CAISI with the ASCC or JTF. These interfaces for data transmission permit the earliest response for problem resolution and for logistical services such as asset visibility and use of LOGSA data services. Other LSE missions requiring automation via STAMIS include:

- Management of selected high-dollar, low-tech density items. For these missions, the TSC DMC will transmit materiel release orders to the LSE.
- AWR operations for hand-off, maintenance, property accountability, and reconstitution.
- Management of the specialized in-theater aviation and ground maintenance programs operated by the LSE. Parts requisitioning, status, production planning and control, accountability, and management information are the principal automated processes in the Special and Forward Repair Activities in the Maintenance Division.
- Access by the LSE Ammunition Division to the standard Army ammunition system (SAAS) for supply management information and to perform LSE functions in stock identification, storage, limited accountability, safety, serviceability, surveillance, limited renovation, and retrograde of theater ammunition.

- Access by divisions in the LSE for TAV/ITV and for strategic-level logistics support to the ASCC, the materiel management center (MMC), LAP personnel, and to major logistical headquarters in the theater.

- Fielding of the combat service support control system (CSSCS) to operational-level logistical units for providing a portal to the Army global command and control system (AGCCS). CSSCS provides summary and detailed data from logistics, medical, financial, and personnel STAMIS. The LSE may receive this capability.

REPORTS

The principal report concerning LSE operations is the standard USAMC SITREP. A sample SITREP is at Appendix G. This is the LSE commander's report for summarizing all important actions and for referencing other reports for full information. The SITREP does not request specific actions, but can identify personnel requirements. The LSE selectively addresses request for specific actions to:

- ASCC DCSLOG, JTF J4, or theater support command (senior logistics headquarters).

- LSE-Rear.

- HQ USAMC.

The LOGSA emergency operating center (EOC) forwards the SITREP to staff sections and USAMC MSCs. Unless otherwise stipulated, frequency of the SITREP is daily. The Plans and Operations Division (with input from other LSE staff sections), assembles reports, obtains command approval, and then transmits them via secure means.

Other Recurring Reports

The DCSLOG or other senior logistics element of the ASCC will also require a daily SITREP. The LSE Plans and Operations Division is responsible for compiling and submitting this report.

The LSE uses the standard personnel message to inform LSE-Rear and HQ USAMC of personnel requirements. Information in these messages can assist in preparing deployable civilians and military members for assignment to the LSE by outlining: refresher training needed, specialized clothing and equipment, policy on weapons for civilians, funding, deployment location, civilian personnel administration information (time and attendance and hours for tours of duty), expected length of deployment, highlights of life support, and transportation arrangements.

The LSE will submit to LSE-Rear time and attendance reports for deployed USAMC civilians. LSE-Rear will forward them to applicable USAMC MSCs using electronic mail or other expeditious transmission means.

Special Reports

Based on the commander's guidance, the LSE keeps the LSE-Rear, Foundation LSE, and HQ USAMC informed of fast breaking and unusual events in the operational area. The LSE transmits the information by submitting special reports. As warranted, the LSE also informs the ASCC of these type events in special reports or includes them in SITREPs. Examples of situations requiring special reports include:

- Pending major change of mission.

- Mass or individual casualties.

- Changes in LSE capability through arrival, departure, or attachment of logistical capability.

- Major repositioning of LSE activities.

- LOGCAP status.

- Funding shortfalls.

- Hand-off and reconstitution of the AWR.

- Major materiel issues such as fleet readiness changes or system failures.

- Major successes.

Reports - LSE-Rear Actions

The LSE-Rear receives and acts on reports from deployed and Foundation LSEs. LSE-Rear receives reports via joint message text, telephone, facsimile, and E-mail. Based on contact with the Foundation LSE and guidance from HQ USAMC, LSE-Rear organizes and deploys USAMC assets to crises. Initial support consists of the Jump TOC and Team A of the flyaway communications. Communications systems operated by the branch are vital for the call forward of LSE personnel. When necessary, the LSE-Rear coordinates for additional resources for the LSE from USAMC, other sources in-theater, and LOGCAP. The LSE-Rear provides data retrieval and research to the LSE and especially to LAP representatives for access to all LOGSA databases.

LSE-Rear supports data inquiry services by using LOGSA's extensive automation capability. The Logistics Anchor Desk is a decision support tool consisting of a network of logistics databases. The LOG Anchor Desk allows the operator to design specialized data retrieval, perform simulations of supply problems, and forecast materiel readiness. The LSE sends requests for LOG Anchor Desk output to LSE-Rear, Logistics Operations Branch. LSE-Rear transmits replies to the LSE via secure data transmission.

LOGISTICS AUTOMATION ASSISTANCE

The Software Support Team of the LSE provides CSS STAMIS support to LSE staff sections, operating activities, and units requiring assistance. Prior to requesting support from CON US, the Team should request assistance from the TSC AMO or supporting ASG CSSAMO. For software problems in CSS STAMIS beyond the capability of the Software Support Team and the TSC, the LSE reports them to LSE-Rear, which contacts CASCOM and the USAMC MSC responsible for the system for assistance. Support to retail-level logistical STAMIS automation maintenance is delivered by the CSSAMO at the senior operational-level CSS organization and the CSSAMO in the supported units. See FMs 63-3, 54-30, and 54-40.

AUTOMATION SECURITY

Automated systems are vulnerable to destruction, sabotage, and compromise. Security includes not only physical security of hardware devices, but also security of programs and procedures. All members of the LSE using personal computers and Army STAMIS equipment must follow these security practices:

- Place the Army STAMIS and personal computer used for classified information in an enclosure that provides controlled access.

- Secure all electrical facilities that support the system.

- Position magnetic media storage containers at least 20 inches from an exterior wall. (This helps with protection against effects of magnetic fields or radiation.)

- Restrict physical access to diskettes and hard drives.

- Require that authorized operators have at least an interim confidential security clearance.

- Rotate unique operator passwords frequently.

- Control all log-ons and file access by using unique operator passwords.

- Monitor device usage.

- Restrict the access of visitors.

- Monitor report distribution plans.

- Reduce the number of copies of each report.

- Destroy printouts of reports and lists as new ones are produced.

DIGITIZATION

Digitization of the battlefield is the insertion of digital technologies across all levels and within both combat and support organizations, It depends on the integration of numerous elements including computer processing, advanced software, displays, sensors, communications, and position navigation components.

TAV using automated identification technology (AIT) and the Logistics Anchor Desk are examples of digitization in LSE support operations. TAV is more developed, By bringing together databases concerning asset balances, procurement actions, and requisitions, TAV allows users to track locations, conditions, and consignees of supplies from producers in the industrial base to ultimate Army users. The ITV component of this program uses radio frequency tags, fixed and handheld detection devices, and a computer system linked with satellites to track movement of materiel through the transportation system.

Using inquiry devices in the communications flyaway package, the LSE divisions and operating activities access TAV/ITV. LOGSA provides one system expert to deploy with the LSE to assist in accomplishing TAV/ITV.

Chapter 8
Resource Management

"Resource management is the direction, guidance, and control of financial and other resources."

FM 100-1 1

Resource management (RM) is the process of efficiently acquiring, allocating, and using resources (manpower, money, materiel, and services) in order to effectively accomplish assigned missions. The broader definition of Army RM includes cyclic planning, programming, distribution, usage, accounting, reprogramming, and redistribution. The LSE does not carry out most of these functions. HQ USAMC implements the broader functions as a major Army command RM office.

Army resource managers are those staff officers responsible for the stewardship of monetary and manpower resources, Further, they assist the commander with effective and efficient use of scarce resources for the mission.

RESOURCE MANAGEMENT FOR LSE OPERATIONS

During peacetime, HQ USAMC provides the majority of RM services and provides funding for the LSE. The key areas of support are for the LSE TDA, consolidated cost estimates for travel and exercises, tracking costs, facilitating reimbursement, and cross leveling to distribute non-reimbursed costs for LSE operations. Upon notification for deployment of the LSE, HQ USAMC provides updated RM instructions to LSE commanders, MSC commanders, and LSE-Rear. HQ USAMC can also recommend staffing to carry out resource management during an LSE deployment. For example, USAMC may help assess the LSE workload based on the ASCC or TSC resource policies and procedures for the operation. In conjunction with the LSE-Rear, HQ USAMC coordinates with the resource management office of the headquarters controlling the operation on topics such as: degree of centralized funding for the operation, DOD policy on reimbursement for common provider services, use of project codes, management decision evaluation package (MDEP) codes, and functional cost account (FCA) codes.

Major Subordinate Commands and Separate Reporting Activities

The MSCs and SRAs initially fund their participation in LSE missions. They continue to pay for salaries, benefits, and travel for their members until notified by USAMC that the supported CINC has assumed this responsibility. The LSE tracks expenses and submits periodic reports to HQ USAMC. The MSCs also initially fund materiel specific missions in the deployment area (for example, sending contractor field service teams or a depot-level repair facility). Prior to deployment, the MSC RM is the primary point of contact for LSE members concerning questions about LSE funding.

LSE Commanders

As senior representative of USAMC in the operational area, the LSE commander exercises stewardship of all deployed USAMC resources. Special areas of attention include: tracking costs and expenditures of funds for LSE support missions; assuring contracting is used efficiently and effectively; overseeing ordering officers, paying agents, and imprest

fund cashiers (when employed to support LSE logistical operations); ensuring quality finance support is provided to the members of the LSE; and reporting resource status to LSE-Rear and HQ USAMC via the SITREP.

Foundation LSE

USAMC does not assign day-to-day RM functions to Foundation LSEs. However, Foundation LSEs may participate in estimating costs for LSE missions in the theater and CONUS. Through interaction with the senior Army logistical headquarters, they provide the LSE-Rear with valuable input on the potential scope and intensity of USAMC support to various OPLANs. LSE-Rear uses this information and input from USAMC MSCs to estimate LSE fund requirements.

LSE-Rear

LSE-Rear is the focal point for peacetime RM operations in the LSE. Specifically, the LSE-Rear:

- Plans funding for LSE missions. Coordinates all funding plans and estimates with the Foundation LSEs and HQ USAMC. Submits consolidated funds requests based on estimated costs for LSE operations. For example, LSE-Rear coordinates use of funding documents like military interdepartmental purchase requests (MIPR).

- Supports the deployed LSE by responding to resource management questions (in coordination with HQ USAMC).

- Tracks project codes assigned for use across the full range of military operations and wartime support operations.

- Records actual costs expended versus cost estimates for LSE operations.

- Coordinates funding to acquire LSE equipment.

- Coordinates, prior to deployments involving AWR operations, funding for specialized maintenance services for hand-off and reconstitution of AWR equipment issued in the operational area.

- Coordinates through Foundation LSE commanders concerning MOAs, MOUs, and interservice support agreements (ISSAs) that may be required to ratify overall USAMC support in the theater. HQ USAMC is the approving authority for agreements, understandings, and ISSAs. However, LSE-Rear will retain record copies of these documents.

- Serves as the program manager for the LSE TDA and PDR. This involves processing requests from MSCs, SRAs, and Foundation LSEs for changes in structure, equipment, and personnel.

- Assists with LSE resource management expertise for the LOGCAP contract.

FUNDING SCENARIOS FOR THE LSE

There is no separate budget or funding from HQ USAMC for the LSE to participate in US Army portions of joint contingency missions. Therefore, USAMC MSCs initially fund LSE deployments.

USAMC conducts RM during all operations including war and across the full range of military operations. For wartime, the LSE is under the overall funding umbrella of the theater commander. As discussed below, the ASCC resource manager provides funding for all Army operations in the theater. The gaining theater may request estimates of funding or operational cost factors from the LSE, RM guidance, policy, and funding for LSE logistical operations (less USAMC specific areas such as AWR and USAMC commodity command funded contracts) process through the TSC.

Wartime

In a fully developed wartime theater, funding for Army operations is through the CINC to the ASCC. DOD provides these funds to the theater. Initially, the Army will finance emergency requirements for its force with available funds until additional guidance and funds are allocated. This includes Army forces outside of the theater.

Guidance from HQDA will give information on resource management for the particular contingency (force projection for combat versus a deployment for peace enforcement invokes different funding authorities). USAMC can seek reimbursement for the costs it incurs for LSE support via either a supplemental budget request or from the supported commander.

Under HQDA guidance, the theater will strive to keep funding and resource management at the highest level possible. It may, however, assign cost account codes and reporting procedures for all command RM offices. Since the LSE will have a resource management section, the LSE may acquire, distribute, and control funds. The LSE will also track host nation support costs and the value of supplies and services provided to and from allies.

For certain deployments, the LSE may act as a common provider (also called the executive agent) for supplies and services. If the ASCC RM designates, this support will be costed for reimbursement. This will require reports on costs incurred for this common provider support. Operating activities of the LSE may identify this type support on separate customer accounts to capture the costs. The theater RM will establish a policy and reimbursement mechanism.

Domestic Support Operations

LSE CONUS normally provides USAMC support to the Army task force, but can extend Army strategic logistics to federal agencies, military services, and governments. Depending on the nature of the emergency, there may be a reimbursement of LSE and overall USAMC expenses. For that reason, USAMC must integrate resource management into all phases of these operations. Use of project and other supply codes can facilitate this.

Military expenses qualifying for reimbursement include expenses and pay of civilian personnel and travel and per diem for all Army personnel. Reimbursement also extends to replacement costs, repair and replacement cost of supplies, transportation costs, repair parts, cost of petroleum products, and aircraft flying hours.

HQ USAMC will confirm reimbursement policies and procedures and update LSE CONUS. HQDA may also provide the project code for use on supply requisitions, in extraordinary cases in CONUS, USAMC contracting authority may extend to the LSE. LSE CONUS would track materiel, manpower, and direct dollar expenditures and would update the LSE-Rear via the SITREP or a special resource management report.

The Federal Emergency Management Agency (FEMA) tasking message triggers Army participation in domestic support operations. This message also contains funding reimbursement instructions. If not tasked by FEMA, the Army may not receive reimbursement for costs. HQ USAMC will provide amplifying guidance to the LSE on use of fund codes and reimbursement of costs. LSE CONUS fully informs the on-scene LSE commander concerning resource management aspects of domestic support missions.

LSE Support Across the Full Range of Military Operations

Participation across the full range of military operations may require a short notice deployment or may be a sequel to other operations. In either case, support across the full range of military operations can involve large commitments of resources for travel, contracting, supply stocks, support to allies and other military services, and use of contracted labor. Nation assistance, security assistance, peacekeeping, peace enforcement, and humanitarian relief operations are typical military operations.

It is important to track and document costs incurred for these operations. The Army may receive reimbursement from either supplemental budget requests or from agencies like the UN. The OPLAN specifies applicable cost reports. Deployed LSEs provide copies of cost reports to LSE-Rear. FM 100-23 discusses resource management during UN operations.

Resource Management for Other USAMC LSE Operations

AWR supplies and equipment may require immediate maintenance just prior to issue from a USAMC storage facility. In these cases, HQ USAMC and the IOC coordinate for additional funding chargeable to AWR and inform the LSE if it must track the costs for this special surge effort. Likewise, when quick fixes and upgrades are required for Army equipment, USAMC and its MSCs will coordinate on funding for contractor field teams, travel by USAMC maintenance teams, repair parts, and facilities.

The LSE may have a requirement from USAMC to act as the contracting officer's technical representative (COTR) for on-site verification of contract services performed through an MSC in CONUS. Although not a direct resource management function, the LSE RM and MSCs will coordinate administration and verification procedures required by contracting officers at the MSCs.

The LSE is responsible for LOGCAP contracting for base support, life support, and other logistical support in the theater. LOGCAP is a cost plus award fee contract. There are no pre-established prices and services. Instead, LOGCAP uses estimates and target costs. Federal regulations obligate the government to pay the contractor for all incurred costs which are reasonable, allowable, and allocable to the contract. Because the government assumes the majority of the risks, the LSE through the COR must intensively monitor contract costs and performance. Refer to AR 700-137, Appendix E, and separate USAMC policy for specific technical guidance on operation and resource management of LOGCAP.

As discussed in Chapter 6, operational reconstitution is an ASCC operation. The TSC RM will provide financial resources needed to execute the ASCC reconstitution plan, When assigned or attached to the TSC, the LSE will inform the TSC RM and HQ USAMC of additional resources needed to support the LSE portion of the ASCC reconstitution plan. Examples of resources include funding for deployment of additional USAMC depot-level teams to support maintenance and retrograde of Army materiel, in-country contracting for labor and commercial services, and costs to reconstitute the AWR.

If ASCC assigns the LSE a common provider role in the reconstitution phase, such as establishing and operating a theater redistribution and retrograde facility, then an MOU may be required to outline reimbursement to USAMC. An MOU is particularly essential if extraordinary USAMC resources are necessary to perform this type of mission.

FUNCTIONS OF THE LSE RESOURCE MANAGEMENT SECTION

This section may deploy one of its members early as part of the Jump TOC. The RM section should deploy an LSE RM capability as early as possible. The RM section performs an assessment of resource needs and establishes contact with the senior US Army RM in-theater. The RM section co-locates with the LSE in the operational area. Other factors to consider are the duration of the mission and the RM procedures established by the ASCC RM. Doctrine allows for some RM functions to occur outside the theater. The section functions under the LSE commander.

When fully operational at its TDA authorized strength, the functions of the LSE RM are similar to those of an RM in a division or separate brigade (see FM 14-6). The TDA of the LSE provides for military and civilian staffing for budget analysis and accounting. The emphasis of the RM section is on assuring funding for LSE logistical operations. Listed below are typical functions of the LSE RM section. These functions change based on the operation, the concept for theater resource management, deployment staffing of the LSE RM section, and the LSE commander's guidance. Listed below are typical functions of this section:

- Identifies and requests levels and types of funding from the ASCC or JTF to support LSE operations, when directed.
- Certifies funds when procurement of supplies, services, and equipment is authorized.
- Distributes obligation authority to LSE ordering officers.
- Funds LSE contracting officers (when and if they exist separately such as for support to the AWR).
- Funds internal LSE personnel related actions (emergency leaves, TDY).
- Prepares and submits cost reports to the ASCC on obligations incurred.
- Coordinates with the supporting ASCC finance element on support to the LSE focusing on paying contractors by cash or check, providing cash to paying agents and imprest fund cashiers, and providing financial advice. Finance elements also support military and (possibly) civilian pay, travel, claims, and pay for local labor. Check cashing and currency exchange support extends to civilian employees, contractors, and contractor employees.
- Provides resource advice to LSE field ordering officers and the imprest fund cashier, when these are established.
- Tracks costs for HNS and support to allies, if directed by the theater commander.

FM 14-7 provides additional information on paying agents, imprest funds, field ordering officers, and finance support in the theater.

Figure 8-1 shows resource management and area finance support in relation to the LSE in a developed theater. The ASCC provides a US Army resource manager and area finance support. This finance support unit tailors its services based on the nature, location, and duration of the mission. Figure 8-1 also depicts typical finance services.

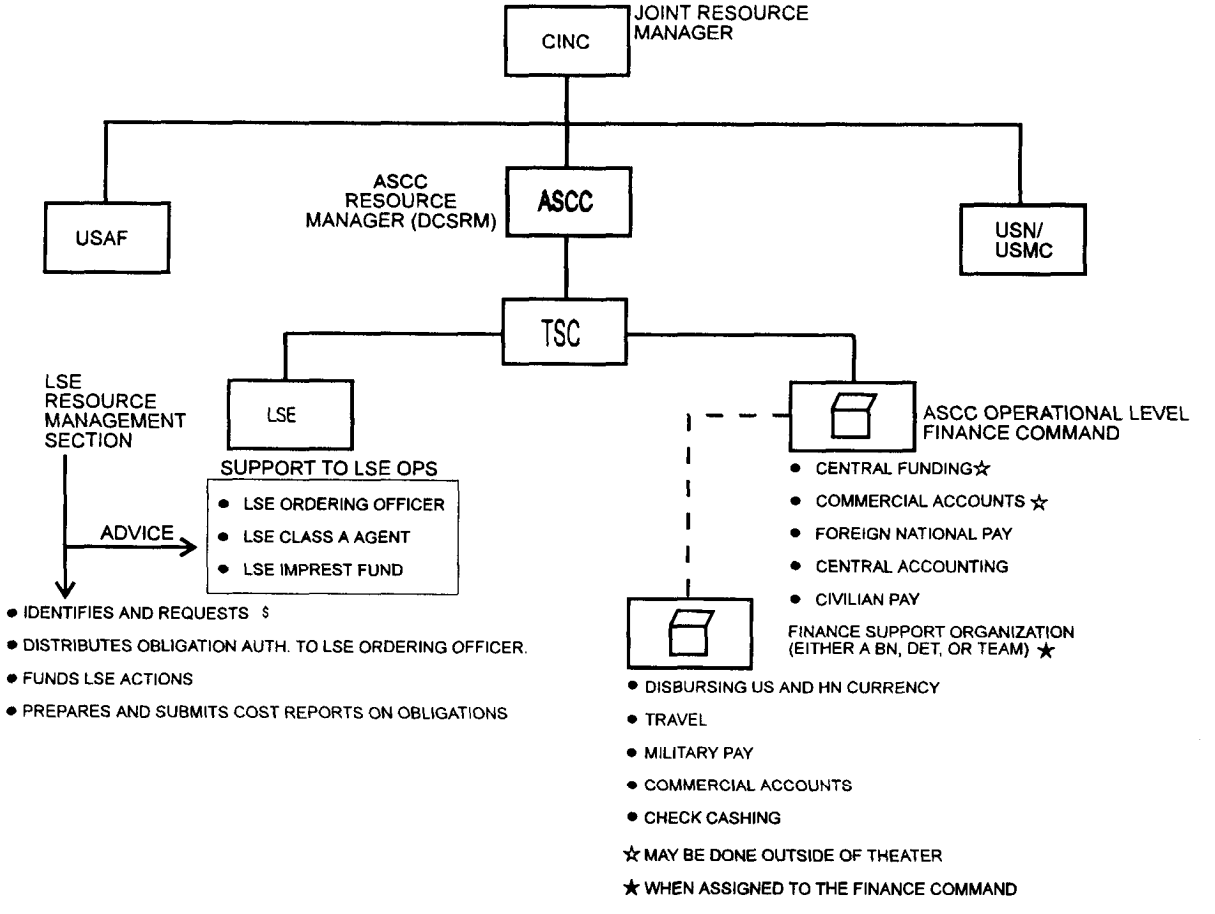


Figure 8-1
Resource Management and Financial Support

FORCE MANAGEMENT

The LSE is a contingency organization under a Department of the Army TDA authorization document. The TDA provides the structure to deploy either the entire LSE or tailored LSE modules to fulfill the Army doctrine for USAMC.

The Contingency TDA designates all civilian positions as emergency essential. Deployable civilian employees of USAMC sign an agreement and are rostered into these positions. There are also military positions on the TDA. When not deployed, members of the LSE (less the cadre) remain on the TDAs of their parent USAMC activities.

Foundation LSEs and USAMC MSCs submit requests for changes in personnel, equipment, and organization concerning the LSE TDA to the TDA manager at LSE-Rear. HQ USAMC reviews the changes and requests approval from HQDA.

USAMC assigns one unit identification code (UIC) for the LSE. This UIC also identifies any portion of the LSE that deploys to a contingency mission. If necessary, USAMC obtains from HQDA a derivative UIC

when there are simultaneous deployments to different missions.

A DODAAC identifies a unit or an activity (like the AWR or a contractor) on requisitions, freight documents, and billings. There are three addresses associated with a DODAAC and all three may be different. These are: the type activity code 1 (TAC 1) for mail and parcel post and small packages; a freight address (TAC 2) when the unit, activity, or organization is to receive freight at an address different than the TAC 1; and a "bill to" (TAC 3) address that shows the fiscal station number from the disbursing and fiscal station number directory. DODAACs allow the supply, transportation, and finance systems to operate efficiently. HQ USAMC provides predeployment guidance on use of multiple DODAACs for LSE operations. LSE-Rear is the central POC for LSE DODAAC assignment.

Appendix A
Organization, Mission, Functions, and Operations

This appendix discusses the organization, mission, and functions of the LSE.

ORGANIZATION

Figure A-1 shows the LSE organization. USAMC tailors the LSE organization to provide support based on its subordinate organizations, unit missions, and services required by forces within the specific AOR.

MISSION

The LSE enhances readiness through unified and integrated application of USAMC's logistics power projection of CONUS-based technical capabilities to deployed units within any theater of operation. Primary capabilities are technical assistance, supply, and maintenance. With required augmentation and resources, the LSE can perform any logistical support mission assigned by the ASCC/TSC Unique skills include depot maintenance, oil analysis, calibration of test equipment, ammunition surveillance, release of pre-positioned strategic stocks, materiel fielding, technology insertion, and BDA. The LSE operates as far forward as feasible, thereby minimizing the evacuation of critical reparable from the theater of operations and reducing the flow of replacement materiel.

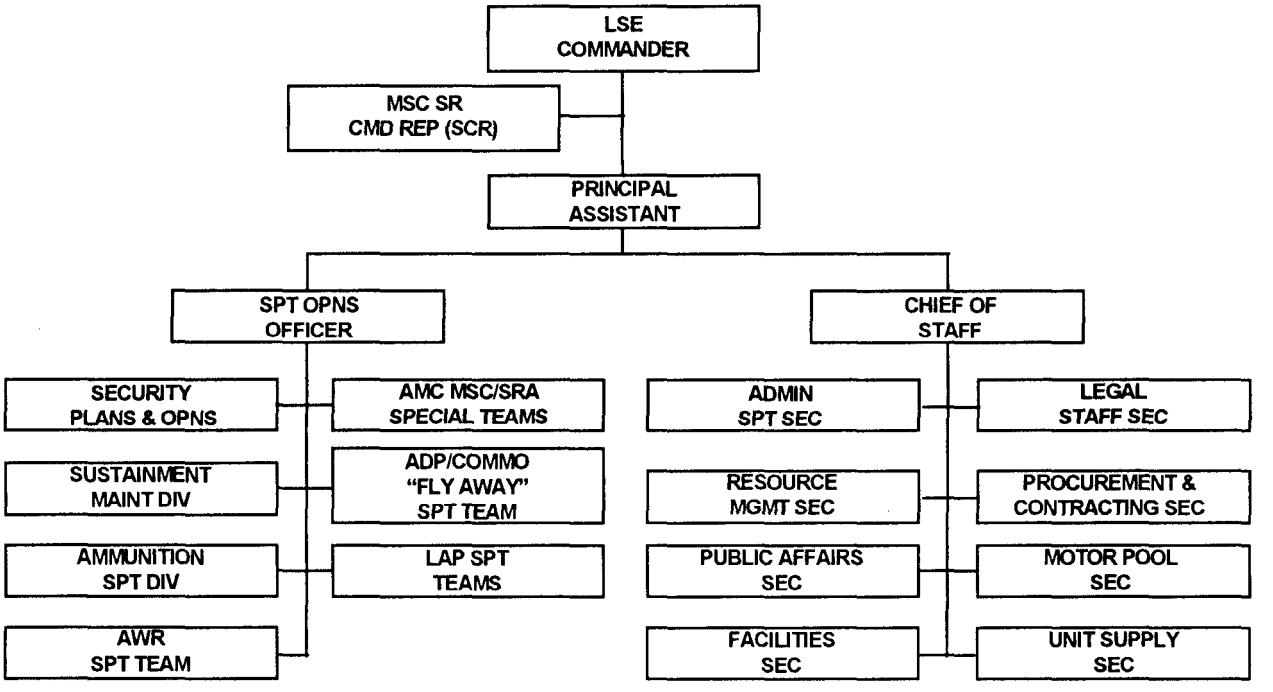


Figure A-1
Logistics Support Element Organization

FUNCTIONS

The functions of the LSE are to--

- Represent the Commander, USAMC, to ASCC and TSC.

- Supervise, coordinate, and exercise centralized control over all USAMC organizations and activities for specific missions in support of ASCC units.

- Coordinate/monitor in-theater readiness oriented logistics support (supply, maintenance, transportation) to include:

  – Logistics assistance.

  – Total package fielding/force modernization.

  – Data collection for equipment and maintenance improvement programs.

  – Warranty program management.

  – Modification work order monitoring.

  – FAST program.

  – Contingency contracting (LOGCAP).

- Serve as the central emergency, contingency, and wartime planning element for USAMC organizations in the AO.

- Plan, coordinate, and execute humanitarian assistance/disaster relief efforts in the AO.

  – Be a participating partner with the FEMA.

  – Operate humanitarian relief depots stocked by Federal Government resources and donated items.

  – Provide logistics assistante (LAP, contractor, and Reserve Component maintenance personnel) to units deployed in support of disaster relief.

  – Participate in and provide oversight of all USAMC initiatives/proofs of principle in CONUS.

- Assist IOC with management oversight of AWR.

- Plan for augmentation and transition to war.

- Plan to provide wartime sustaining logistics support as specified by supported theater commander.

- Plan and supervise participation in peacetime readiness exercises; and develop, coordinate, and publish supporting exercise directives and evaluation reports.

- Develop, review, coordinate, and monitor MOUs between USAMC and major component elements in theater, in coordination with HQ USAMC, ASCC/TSC, and other component commands, as applicable. Provide staff assistance in development of support agreements processed under the MOU; negotiate support agreements for individual and agency logistical support of USAMC elements in, or projected for, the AO; and maintain a repository of consummated agreements.

Command Group

The primary function of the command group is to command and control the LSE. The command group will also be the focal point to interface with the theater-level, supported, and subordinate organization

planners and executors and the wholesale system for on-the-ground requirements. The commander will provide personnel management over DOD civilians and military personnel. The command group will perform discipline, UCMJ, and standards of conduct functions for all assigned/attached personnel.

Security, Plans, and Operations Division

The SPO serves as the security, plans, operations, training, and logistics manager for the deployed LSE. The SPO Officer also serves as the Support Operations Officer for the LSE. The SPO assists the commander in the management of peacetime LSE operations; development of contingency, humanitarian assistance, and mobilization plans; security management; and logistics support operations. The SPO prepares a daily SITREP that analyzes readiness information provided by its other support operations elements and other elements of the LSE.

Sustainment Maintenance Division

- Performs limited depot-level and GS sustainment maintenance, to include repair, overhaul, and/or modification, on Army weapons systems and other equipment deployed in the theater AO.

- Dispatches maintenance contact teams as necessary in support of deployed forces.

- Performs production control scheduling of maintenance shop operations to ensure shops are adequately work loaded and are completing work ordered jobs in a timely manner to return repaired equipment to operational status.

- Requests call forward of specialized repair teams from USAMC MSCs, SRAs, or other Army activities, including RC, as required in support of LSE mission.

- Operates shop supply operation to support LSE sustainment maintenance mission requirements.

- Manages the theater aviation maintenance program.

- Coordinates limited depot-level repair of aircraft and aviation components.

- Coordinates collection, classification, and retrograde processing of unserviceable aircraft and aviation components.

Ammunition Support Division

The Ammunition Support Division provides technical expertise and assistance in the functional areas of supply, storage, maintenance, surveillance, demilitarization, transportation, security, explosive safety, and accountability for Class V material and associated equipment, supplies, and packaging. The Ammunition Support Division has three branches: Ammunition Support (Accountability); Ammunition Surveillance; and Ammunition Logistics.

Ammunition Support Team

- The Defense Ammunition Directorate, IOC, provides personnel of the AST.

- Concept for employment of the AST is dissimilar to the employment of all other LSE organizations. The AST mission is tied specifically to the accountability and management of AWR ammunition.

- The AST deploys early to arrive at the theater POD prior to arrival of the APA ships carrying ammunition.

- The AST deploys with mirror image APA accountable records and QASAS support during the early stages of any

contingency operation requiring use of APA munitions.

- The AST transfers accountability of AWR Class V assets (conventional and missile) from the NICP accountable officers to theater accountable officers.

- The AST provides the initial theater accountability and SAAS operations as well as the link between the CONUS sustaining base and the combat logisticians.

Ammunition Surveillance Branch

- The Ammunition Surveillance Branch provides quality assurance and explosives safety technical expertise and assistance for all Class V operations.

- Key personnel of the Ammunition Surveillance and Ammunition Logistics Branches come from the Logistics Review and Assistance Office, US Army Defense Ammunition Center and School (USADACS), Savanna, IL.

- The Ammunition Surveillance Branch manages the theater Ammunition Stockpile Reliability Program (ASRP).

- The Ammunition Surveillance Branch, in coordination with theater safety officers, plans and executes an explosives safety program.

- The Ammunition Surveillance Branch manages the theater Class V suspension/restriction program in coordination with the NICP.

- The Ammunition Surveillance Branch establishes, manages, and maintains appropriate quality assurance and explosives safety records and files for Class V assets in theater.

- The Ammunition Surveillance Branch provides technical assistance and support to deployed units concerning care, handling, and use of ammunition to mitigate potential quality and safety problems consistent with operational readiness.

- The Ammunition Surveillance Branch, in conjunction with Ammunition Logistics Branch, assists in the establishment of ASP, corps and theater storage areas, and logistics bases.

- The Ammunition Surveillance Branch inspects conveyance and blocking and bracing methods used in munitions movements to assure compliance with regulatory safety requirements.

- The Ammunition Surveillance Branch inspects and certifies residue from demilitarization/disposal operations as inert for turn-in to the Defense Reutilization and Marketing Office (DRMO).

Ammunition Logistics Branch

- The Ammunition Logistics Branch, in conjunction with the Ammunition Surveillance Branch, provides theater ammunition units technical assistance in the establishment and management of ammunition storage areas.

- The Ammunition Logistics Branch inspects and classifies ammunition and assigns proper condition codes in support of retrograde operations.

Procurement and Contracting Section

- Performs local procurement, remote purchase, small purchase, and contracting support functions for the deployed LSE. In coordination with the

theater commander's contracting and procurement personnel, contracts for supplies and services to support the LSE's mission requirements.

- Oversees CORs who monitor the operations of contractor forward repair activities located within the AO.

USAMC MSC/SRA Special Teams

- ATCOM Logistics Assistance Team (ALAT)

– Provides technical assistance to units on all ATCOM-managed systems during predeployment, deployment, and redeployment phases.

– Provides direct interface to the wholesale system, as the theater aviation logistics coordination element.

– Monitors and reports daily aircraft status. Reflects readiness rates and not mission capable supply (NMCS)/not mission capable maintenance (NMCM) lines to allow commands to minimize aircraft-on-the-ground (AOG)/NMCS required delivery date (RDD)-999 downtime.

- Missile Equipment Repair Facility (MERF)

– Operates tailored in-theater capability for limited depot-level repair of missile components, line replacement units (LRU).

– Provides supply support for selected missile intensively managed items (MIMI).

– Provides MICOM logistics technical support.

– Operates MICOM command, control, communications, and computers (C4) van to enhance readiness and logistics intelligence.

– Performs packaging and preservation of LRUs for retrograde or storage.

– Coordinates retrograde shipments of critical MICOM-managed repair parts and other assets.

– Provides contractor-supported forward repair capability for repair of OH-58D mast-mounted sight (MMS)/test support system (TSS) components.

- Intelligence Electronic Warfare Regional Support Center (RSC) operates RSC to provide DS/GS maintenance to all Army tactical IEW equipment.

- Field Assistance in Science and Technology Team provides assistance to deployed forces in developing and implementing interim materiel modifications, battle damage assessment and repair (BDAR), and repair strategies to improve firepower.

- Chemical Defense Team

– Determines first use of chemicals weapons/materials and screens suspect materials prior to shipment to CONUS-based labs.

– Supports destruction of chemical materials.

- Biological Defense Team

– Oversees contractor logistics support (CLS) maintenance of biological defense systems.

– Provides technical advise and assistance to deployed units regarding biological defense/detection systems.

- M93 Fox Nuclear, Biological, Chemical Vehicle Team

  – Coordinates CONUS/OCONUS supply and repair parts support.

  – Oversees CLS maintenance for M93 NBC vehicles.

  – Provides technical assistance to chemical units operating M93 NBC vehicle.

- Test, Measurement, and Diagnostic Equipment Team coordinates the overall TMDE calibration/repair effort to ensure calibration operations are efficiently and effectively performed.

- Army Oil Analysis Program Team

  – Operates mobile oil sampling/analysis laboratory.

  – Provides in-theater oil analysis support for ground and aviation assets which require periodic sampling and testing of oil, transmission fluids, etc., as part of their routine maintenance procedures.

- Mobile Subscriber Equipment Team

  – Provides CLS for deployed MSE above DS level throughout theater of operations.

  – Tailors its MSE regional support center in size, composition, and mission to meet contingency requirements,

  – Attaches to the LSE following deployment.

- Software Support Team

  – Provides, within the theater of operations, assistance in software configuration control as well as replication, distribution, installation, and training, on software upgrades.

  – Provides capability for rapid dissemination of software upgrades to deployed forces.

  – Provides capability for limited on-site training in deployable shelter-mounted facility.

- Automation Logistics Assistance Team

  – Provides CSS STAMIS support to any unit requiring assistance.

  – Distributes, implements, retrieves, and disposes of CSS software packages.

  – Provides CSS software technical assistance, system troubleshooting, and replacement of software.

  – Integrates databases for new units.

  – Conducts unit level system support training.

ADP/Commo "Fly Away" Support Team

See Chapter 7 for detailed discussion on this team.

LAP Support Teams

Provide commodity oriented logistics assistance representatives to resolve logistics problems which adversely impact materiel readiness. Teams include:

- LAP COSCOM Team

  – Consists of USAMC LAO normally assigned to a CONUS or overseas-

based COSCOM.

– Provides logistics technical assistance (supply and maintenance) at the COSCOM level IAW AR 700-4.

- In the event of a contingency, the team, or a portion thereof, deploys with its supported unit. Once in theater, the team becomes part of the deployed LSE.

- LAP Division Team

– Consists of USAMC LAO normally assigned to a CONUS or overseas-based division.

– Provides logistics technical assistance (supply and maintenance) at the division level or below IAW AR 700-4.

– In the event of a contingency, the team, or a portion thereof, deploys with its supported unit. Once in theater, the team becomes part of the deployed LSE.

AWR Support Team

LSE will prepare AWR materiel (except Class VIII) and munitions for issue/transfer to the designated gaining units. AWR Support Team will deploy to the contingency marshaling area and coordinate initial maintenance checks, issue additional SKO and TOE equipment, and transfer accountability of unit sets and sustainment stocks.

OPERATIONS

In a typical LSE operation the following phases occur:

- Phase I - Assembly and preparation

– Phase I normally occurs and is completed prior to actual deployment into AO.

– LSE-Rear assembles team and prepares for deployment.

– LSE-Rear coordinates with USAMC to establish DODAAC addresses and air lines of communication (ALOC) capabilities for Class IX requisitions and obtains funding authority for requisitions.

- LSE-Rear establishes/changes AWR ship-to addresses to direct or redirect routine COSIS generated Class IX requisitions to the AOR.

– LSE-Rear deploys necessary LSE headquarters and supply and maintenance packages to support AWR Team.

- Phase II - Site Preparation in the AOR

– Upon arrival in-theater, the LSE conducts site survey and selects the LSE equipment processing areas (EPA) for each task force.

– LSE coordinates all area requirements with TSC, COSCOM(-), MTMC, and/or the CTG to synchronize all real estate requirements and purposes.

– LSE arranges for site and equipment security with the TSC/COSCOM(-).

– LSE establishes a traffic management plan for movement of equipment through, in, and around the staging area to minimize congestion.

- Phase III - Maintenance

– Discharged equipment moves directly into EPA.

– LSE inspects and repairs equipment only to the extent necessary to

achieve full mission capable (FMC) + status (deadlining and safety deficiencies only).

– In the holding area, LSE assembles and calls forward equipment for maintenance by UIC.

– LSE performs bar code scanning for Army war reserve deployment system (AWRDS) inventory.

– Each vehicle's logbook contains a listing of known shortcomings (DA Form 2404, Equipment Inspection and Maintenance Worksheet).

– Vehicle operators, provided by gaining unit, will review the DA Form 2404 and perform preventive maintenance checks and services (PMCS) inspection IAW the -10 technical manual, annotating all deficiencies on a new DA Form 2404.

– LSE identifies on DA Form 2404 those vehicles requiring the installation of communications equipment or crew-served weapons.

– LSE tows vehicles unable to move under their own power to the unit (organizational) repair point for inspection and repair. Operators accompany their vehicles. LSE/unit personnel upon completion of repairs directs the operators to next appropriate checkpoint.

– At the joint inspection point, a joint team of technically qualified LSE personnel and unit inspectors review the DA Form 2404, perform additional technical inspections, assess the findings, and assigns the equipment to the proper level of maintenance.

– Segregated areas, by commodity groups, exist for weapons, commo, track (hull and turret), and wheeled vehicles (trucks, trailers, and power units) inspections.

– Weapons and/or communications equipment will be installed, inspected, and repaired, if required, at the respective inspection points. Vehicles not requiring these services go directly to the track or wheel vehicle inspection point.

– Qualified LSE maintenance technical representatives inspect trailers, turrets, hulls, weapons, commo, and power units.

– Equipment repairs requiring less than 30 minutes to perform are done in an area called the quick fix point.

– Return equipment to the unit organizational or DS repair point when repairs requiring longer than 30 minutes along with a completed DA Forms 2404 and 2407 identifying the faults.

– Identifies required borescoping and accuracy checks on DA Form 2404.

– At the quick fix point, organizational, and DS maintenance points, LSE and unit maintenance personnel repair all deficiencies noted on DA Form 2404 and any others found during repair.

– LSE and unit maintenance personnel ensure that DA Form 2404 is annotated completely and accurately.

– Maintenance personnel identify the required repair parts on the DA Form 2404 and issue them from an authorized LSE Class IX supply support section to authorized LSE/unit maintenance personnel only.

– If a required part is not on-hand, the LSE Class IX supply support section

initiates an issue priority designator (IPD) 01 requisition using the designated project code and the LSE Class IX DODAAC.

– Equipment requiring DS maintenance proceeds to the DS repair point after all organizational-level deficiencies have been corrected.

– Equipment requiring borescoping and armor accuracy checks proceeds to the boresite point after all other maintenance actions have been performed.

– Unit maintenance personnel accomplish all borescoping and armor accuracy checks with assistance from the LSE. Corrective actions taken are annotated on the DA Form 2404 initiated at the joint inspection point.

– LSE and unit maintenance personnel together conduct a final quality assurance inspection. They ensure as a minimum, that all deadlining and safety deficiencies were corrected and annotated on DA Form 2404 prior to hand-off to the gaining unit.

– Quality assurance inspection point collects all DA Forms 2404 and sorts them by commodity.

- Phase IV - Supply and Accountability Transfer

– After completion of all maintenance actions, AWR equipment processes through the plus-up issue and hand-off point.

– At the plus-up issue point, LSE personnel issue on-hand fills for shortages to basic issue items (BII), SKO, additional authorization list (AAL), components of end items (COEI), or end items to complete unit equipment or sets. They adjust the AWRDS database.

– At the hand-off point, the LSE organizes the equipment into unit sets at separate company or detachment level.

– Using the AWRDS database, the LSE property Transfer Team prints automated hand receipts for each company or separate detachment.

– Automated hand receipt lists all on-hand MTOE authorized equipment. MTOE authorized SKOs are listed, but not with component listing.

– Gaining unit commanders inventory on-hand MTOE equipment against the automated hand receipt to verify models, serial numbers, and quantities prior to signature.

– LSE property transfer team provides AWRDS automated report, listing quantity and location of all secondary items; i.e., BII, to the gaining unit commander.

– LSE property transfer team provides electronic and hard copies of transfer records to the gaining unit commander. It also provides electronic copies to the LOGSA Continuing Balance System-Expanded (CBS-X) team for immediate update to CBS-X database records.

– A signed copy of the hand receipt serves as a voucher for posting receipts from the units by the USAMC NICP accountable officer.

– LSE LOGSA CBS-X team assists the gaining unit property book personnel to update unit property records.

– To speed up the issue process, LSE personnel use the AWR MTOE authorization on-hand inventory procedures in lieu of normal 100 percent equipment inventory. This enables units quickly to assume their tactical mission.

– After assuming accountability, the gaining unit moves the unit sets to the appropriate unit staging area.

- Phase V - AWR Reconstitution and Upload

– Phase V normally occurs as the contingency operations begin to wind down prior to re-deployment of forces.

– LSE determines resources required to return AWR assets back to pre-deployment operational levels, including all classes of supply, except Class VIII.

– LSE assists the combat brigade in conducting serviceability and maintenance inspections. Assist the DS maintenance company in performing required repairs.

– LSE validates and requisitions replacements for all equipment and supply shortages beyond the losing unit's capability to fill or replace.

– LSE is HQDA's executive agent to ensure unit equipment sets are configured and stored IAW authorization documents.

– LSE organizes unit equipment sets IAW AWR authorization documents in preparation for loading on the ships or storage.

– LSE coordinates changes to APA ship load plans with HQDA and MTMC.

– LSE re-establishes AWR ADPE databases.

Appendix B
Operations Plan

The LSE uses OPLANs to provide mission guidance to subordinate LSE divisions, LSE activities, and attached logistical support units, such as general support maintenance units and a TMDE team, n OPLAN also tells the CINC, JTF CDR, and ASCC (TSC) how the LSE will generally execute its mission. Additionally, the OPLAN notifies USAMC MSCs and SRAs of HQ USAMC approved and directed participation in LSE operations in support of a ClNC, a JTF CDR, or the ASCC (TSC).

If a CINC or ASCC OPLAN tasks the LSE, the Foundation LSE responsible for that theater will prepare a supporting OPLAN. LSE-Rear will normally assist in OPLAN development. The range of LSE missions (from domestic support to a full MRC) may preclude development of detailed OPLANs for each potential deployment. A priority of effort is necessary.

The LSE SPO is responsible for OPLANs. Prior to activation of the LSE, the Foundation LSE and LSE-Rear collaborate on key OPLANs - with Foundation LSEs in the lead. An OPLAN can convert to an operations order (OPORD) via a fragmentary order stating to execute the OPLAN with noted changes.

It is important to coordinate all OPLANs prior to approval. LSE-Rear accomplishes the coordination, reconciles comments, and submits OPLANs to the appropriate Foundation LSE. Two areas (1) taskings to MSC/SRA/LSE Divisions and (2) movements of USAMC personnel are especially critical in obtaining coordination and approval.

The sample OPLAN at Annex A to Appendix B uses the OPLAN format in FM 101-5.

Annex A to Appendix B
Example of an Operations Plan for the LSE

(Classification)

Copy no ___ of ___ copies
LSE CONUS
Redstone Arsenal, AL
09002 12 May 19XX

Operations Plan (96-7)

References:

a. Map, Series -----, Sheet Numbers: -----, Edition -----

b. CENTCOM OPLAN 2750

c. ARCENT OPLAN 2750-1

d. 21st TSC OPLAN 2750-1-1

e. FM 63-11

f. FM 100-17-1

g. USAMC Mobilization and Operations Planning and Execution System (MOPES)

h. USAMC Civilian Deployment Guide

i. ARCENT Army War Reserve-3 (AWR-3) Battlebook

Time Zone Used Throughout the OPLAN: ZULU

Task Organization:

LSE CONUS

Communications Teams A and B, CECOM
LAO, III Corps
LAO, 1st COSCOM
LAO, 30th DIV
LAO, 1st DIV
LAO, 21st TSC

(Classification)

(Classification)

Aviation Logistics Assistance Team, ATCOM
1st, MACE
3rd, AVCRAD
AWR-3 Hand-off Team, IOC
AOAP Team 2
QASAS Teams, IOC
Missile Equipment Readiness Facility

TMDE Team

OPLAN 96-7, (LSE CONUS)

1. SITUATION

a. Enemy Forces.

See current ARCENT intelligence estimate and country study for (name of country),

b. Friendly Forces. See task organization for ARCENT OPLAN 2750-1.

(List major units in the ARFOR task organization and missions. Include other armed services, allied, and coalition forces, Highlight logistical units providing support to Army units: DLA, logistical support groups, HN, and LOGCAP).

c. Attachments and detachments.

d. Assumptions.

(1) LSE CONUS will support AWR-3 hand-off operations vicinity SPOD Mayfield commencing C + 10.

(2) Ports and LOCs will be secure and operational.

(3) LOGCAP contractor deploys to the theater by C + 15. Services described in Annex A (LOGCAP) are available by C + 17.

(4) Reconstitution of ARCENT will require LSE to support maintenance at the redistribution facility. This will be an on-order mission.

(5) Host nation support in transportation, labor, and facilities will be available NLT C+1.

(Classification)

(Classification)

(6) The LSE mission will require the establishment of split-based operations.

2. MISSION

On order of HQ USAMC, LSE CONUS deploys a task organized LSE to provide strategic logistics support to ARCENT IAW OPLAN 2750-1.

3. EXECUTION

Intent. LSE support of this OPLAN has two critical elements: Efficient AWR-3 operations and effective LOGCAP for base support. The LSE will deploy a robust Jump TOC as early as possible after notification. Sequencing of the remainder of the LSE into the theater will be in accordance with the ARCENT TPFDD. The mission requires split based operations. Close coordination with the ARCENT G4 and 21st TSC will be the norm. Use of contractors to augment LSE will occur during all phases.

a. Concept of operation. This OPLAN will be executed in three phases.

Phase 1: (Alert and Deployment). The LSE assembles at home stations and the Fort Benning CPC, as appropriate. CPC personnel brief and deploy the LSE NLT C + 5 IAW the ARCENT TPFDD for OPLAN 2750-1. The initial increment will be the LSE Jump TOC plus additional LAP personnel for MLRS and Apache weapons systems, the AWR-3 hand-off team, QASAS support, and LOGCAP support team from LSE-Rear. Upon arrival in the theater, Jump TOC adjusts LSE plan and commences AWR-3 operations. (Annex B, AWR-3). Most LSE equipment for the Jump TOC arrives by air. Vehicles are on the Cape Douglas which will discharge equipment by C + 10.

Phase 2: (Support to Entry Operations). The Jump TOC establishes operations vicinity the SPOD Mayfield (MD93 1727), completes AWR-3 hand-off, and begins LSE operations. Remainder of the LSE closes into the theater by C + 20. LSE completes entry operations support and commences logistics support to the 21st TSC in the areas of LAP, QASAS, LOGCAP, maintenance (through missile equipment readiness facility, the ALAT, the MACE and AVCRAD), TMDE, and AOAP (Annex C, Aviation Maintenance).

Phase 3: (Decisive Operations and Reconstitution). On order of the 21st TSC, the LSE assists ARCENT reconstitution through increased LAP support, QASAS for class V reconstitution, ALAT, and materiel management of high-tech, low-density high-cost items. A priority task for the LSE is reconstitution of the AWR-3. Plan to deploy by C +40 additional ammunition maintenance and quality control personnel to support AWR reconstitution. LSE will, on order, operate a redistribution facility with depot maintenance. This will require augmentation from 21st TSC CSS TOE units and leasing of facilities. (Annex D, Reconstitution Support).

b. LAO III Corps. Deploy with the corps and supervises LAP in the corps.

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c. LAO, 21st TSC, Deploy with the LSE Jump TOC and supervise logistics assistance in the COMMZ.

d. CECOM. On order, provide Communications Teams A and B to the LSE.

e. LSE-Rear.

(1) Provide LOGCAP expertise to LSE. Provide COR for LOGCAP contract.

(2) Coordinate deployment of all USAMC participants for LSE CONUS 96-7 to include USAMC MSC and LSE elements from other Foundation LSEs.

f. Coordinating Instructions.

(1) All MSC commands provide updated standard name lines for their rostered spaces on the PDR NLT 24 hours after notification.

(2) Direct coordination between LSE CONUS and 21st TSC is authorized and encouraged. LSE CONUS will work through LSE-Rear and USAMC MSCs to organize and deploy USAMC resources in support of this OPLAN.

(3) Direct coordination between USAMC subordinate commanders is authorized and encouraged.

(4) All USAMC personnel in or passing through the AOR are the direct responsibility of the LSE Commander. Additional USAMC personnel will deploy only when called forward through LSE-Rear.

(5) Force Protection. LSE CONUS Commander makes a recommendation on issue of sidearms to LSE civilians. LSE will establish operations on a 21 st TSC LOG Base for base defense. LSE members to be briefed and given refresher training on NBC threat, NBC defense, terrorist threat, rules of engagement, and safety.

(6) MOPP Level. TBA

(7) Central processing point for those LSE personnel not deploying from home station processing centers is the Fort Benning CPC. ARCENT designated APOD locations are Dover AFB and Pope AFB. SPOD locations are Charleston and New Orleans.

(8) Public Affairs. HQ USAMC will publish public affairs guidance.

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(Classification)

4. SERVICE SUPPORT

a. LSE will be self-sufficient in life support for 10 days. Critical supplies to accompany LSE Jump TOC include class I (MRE), and selected commodities of classes II, III, and III (P). Thereafter, retain five days of supply for emergencies to include quantities to support deployed LAP personnel. 21st TSC support will be available effective C + 10. LAP representatives receive support from their host units, but retain an additional safety level under control of the Chief, LAO.

b. The SPO Division provides all LSE staff sections, activities, and LAP members with detailed overlays of area support logistical units.

c. LOGCAP for this OPLAN (Annex A)

d. Transportation: The Jump TOC and all LAP representatives will be 100 percent mobile for Phase 1. In Phases 2 and 3, LSE HQ and staff sections will use organic and leased transportation on a pool basis. Movement of LSE personnel to and from the theater will be on USAF or civilian contract aircraft.

e. Uniform and Equipment: IAW Chapter 3, FM 63-11 and 21st TSC guidance.

f. Medical Evacuation and Hospitalization. 1st MED BDE provides area support through an Area Support Battalion vicinity of APOD by C + 12. Emergencies sent to the nearest approved HN or US facility, LAP personnel receive support from host unit. During deployment, medical support will be at all SPODs/APODs.

g. Personnel. 21st TSC P&A BN provides area support to the LSE effective C +12 vicinity of APOD. Civilian personnel receive support from their home USAMC station.

5. COMMAND AND SIGNAL

a. Command.

(1) LSE HQ to locate at 21st TSC LOG Base Charlie, coordinates MQ44174. Alternate locations: TBA.

(2) On order, LSE is OPCON to 21st TSC for planning and execution.

(3) LAP representatives OPCON to LSE upon arrival in-theater.

b. Signal.

(Classification)

(Classification)

(1) LSE provides own internal headquarters and external communications to LSE-Rear. ARCENT will provide communications to ARCENT HQ and 21st TSC logistical units; and will interface for data and voice (Annex E, Communications-Electronics).

(2) ARCENT SOI in effect for this OPLAN.

ACKNOWLEDGE:

Commander's last name
RANK

OFFICIAL:

DISTRIBUTION:

HQ USAMC
IOC
CECOM
MICOM
ATCOM
TACOM
SSCOM
LSE Europe
LSE Far East
LSE-Rear
HQ, ARCENT
HQ, FORSCOM
HQ, USAREUR
HQ, MTMC
HQ, EUSA
HQ USARPAC
HQ ARSOUTH
HQ 21st TSC

ANNEXES:
Annex A LOGCAP
Annex B AWR-3
Annex C Aviation Maintenance
Annex D Reconstitution Support
Annex E Communications-Electronics
Annex F Legal
Annex G Public Affairs

(Classification)

Appendix C
Life Support and Base Operations

Maximum advantage must be taken of available host nation infrastructure and contracted logistics
support.

Life support to deployed LSE personnel, both military and civilian, should be the same as that for all soldiers in the AO. HQ USAMC, in coordination with ASCC/TSC, plans life support on a case-by-case basis. Planning should include the full range of support functions. Support functions include medical support; housing; supply support; transportation; subsistence; maintenance; moral, welfare, and recreation; legal assistance; postal support; field service support; and support services to families.

LSE LIFE SUPPORT AND BASE OPERATIONS

Designed to be highly deployable and efficient in terms of support, the LSE places the minimum necessary footprint in the operational area. Primary considerations when planning support to a deployed LSE are:

- The operational area may be austere in terms of life support.
- The LSE is a lightly equipped TDA organization that must tie into the life support planned for the operational area.
- Since the LSE deploys in modules, an analysis of the LSE mission and the operating tempo (OPTEMPO) of logistics dictates if and when follow-on LSE modules deploy to support the operation.
- A predominantly civilian organization, the LSE has minimum self defense capability.
- The TMDE Team, AVCRAD, and GS maintenance units working for the LSE have organic capability to provide most of their own internal logistical support.

During any deployment, all members of the LSE, military and civilian, can expect to live under field conditions. This generally translates into a lack of privacy, housing in tents, food service from only military sources, and austere personal hygiene facilities. See Chapter 3 and Appendix D for details concerning preparing for and living under field conditions.

The LSE Jump TOC consists of personnel who perform an assessment and subsequently commence LSE support operations in the theater of operations. Additional LSE capabilities follow as ASCC/TSC identifies LSE missions and when life support is available.

LSE-Rear maintains life support equipment packages for the members of the entry party and for follow-on increments of up to 100 people. Items in the packages include generators, field equipment (tentage, camouflage nets, petroleum, oil and lubricant (POL) cans, and tools kits), information processing automation equipment, and some vehicles. USAMC plans to obtain additional class VII items (vehicles, generators) through temporary loan or lease.

For CONUS missions, the LSE will pattern life support based on that provided to

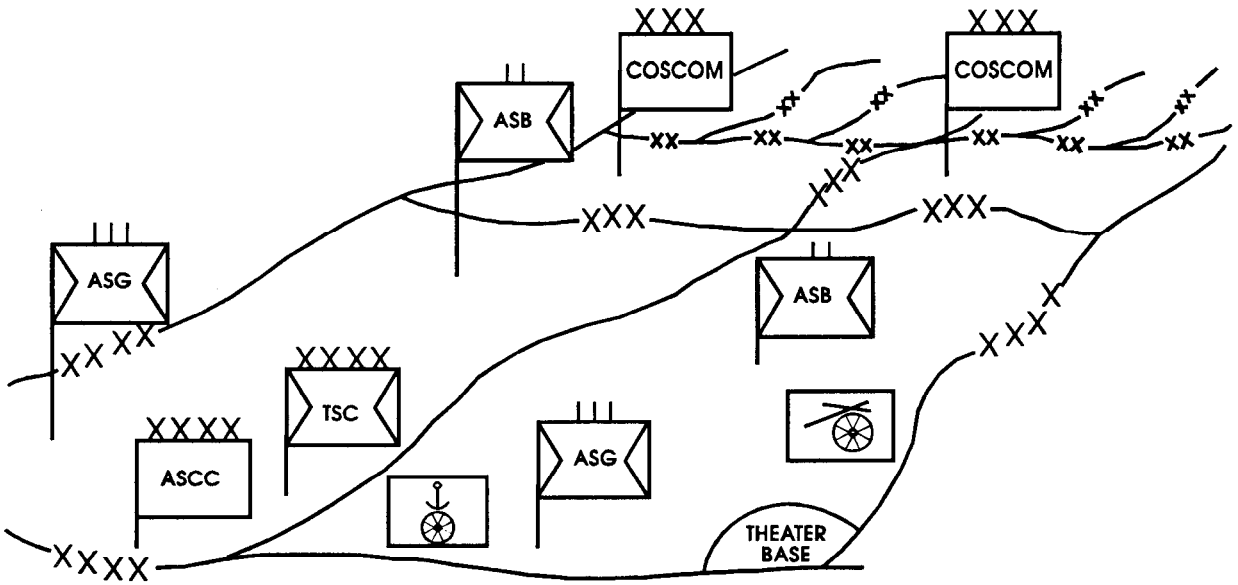
other DOD participants. When feasible, a support installation will become the hub for LSE life support.

When deployed OCONUS, base support may be available from a combination of sources and locations such as from an intermediate staging base, the theater logistical base, and area or corps support group (ASG/CSG) logistical units. (See Figure C-1.) When established, staging and theater logistical bases can offer access to LOGCAP, DS/GS maintenance, host nation support, all supply classes, water, and field services. The robustness of this support depends on the duration of the mission, HN support arrangements, sequencing of ASGs into the theater, and LOGCAP availability. Foundation LSE commanders work with the ClNC, JTF CDR, or the ASCC to determine time-phasing and to coordinate arrangements for the LSE. LSE-Rear in turn coordinates with the Foundation LSE to assure coverage of support from sources within USAMC.

Overview of Life Support and Base Support for the LSE

Deploying the LSE in modules with its small footprint provides maximum flexibility in life support. Situations vary, but planners should consider these guidelines when determining the *minimum* standards for the LSE:

- Overhead protection from the elements using tentage or other available materials.
- Sufficient space for operations, billets, and storage.
- Potential to accommodate expansion of the LSE.



Some or all of the life and base support for the LSE may be available from logistical support units in the base area. When the LSE locates away from the theater base, logistical support would be available on an area basis from other units located throughout the COMMZ.

Figure C-1
Communications Zone Area Support Structure

- Buildings inspected and used only if found safe.

- Protection from small arms and overall defense potential. Proximity to the supported command.

- Hardstand and drainage.

- Alternate routes in and out.

- Proximity to lines of communication.

If host nation support is available, the Foundation LSE will coordinate through ASCC/TSC to obtain sources for approved categories of HNS.

The Jump TOC includes a logistical plans officer. He updates the pre-deployment life support plan and coordinates the life support for the follow-on LSE modules.

The checklist at Annex A is a planning guide for life and base support. Additionally, there is a list of pre-planned items stored by LSE-Rear to support the LSE in the deployment area. (See Annex B.)

Role of Foundation LSE in Planning Support

The Foundation LSE estimates total and incremental requirements and coordinates with potential providers. Elements of an overall plan for LSE life and base support include reception of the Jump TOC, provisions for follow-on modules, sources of support for the duration of the operation, and support during redeployment. Where there are no readily available sources for a category of support, the LSE, in coordination with the ASCC or TSC, identifies alternatives such as temporary loan, LOGCAP, HN, or commercial vendors.

Support Forward to LAP Members of the LSE

The LSE oversees the quality of life and base support provided to members of the LAP. Specifically, the senior deployed civilian in the LAP Support Team will ensure DA civilians receive comparable support provided to soldiers. The LAO stationed with supported units ensures that other LAP members and elements of the LSE operating in the vicinity receive basic life support. AR 700-4 provides guidance concerning support to members in the LAP program by major Army commanders.

Under austere deployment conditions, LAP personnel will live under the same conditions as the units they support. This will necessitate each unit making provisions for all essential support for the LAP individuals. Categories of support include: work and billet space (fixed facilities and tentage), fuel, food service (there is no food charge when orders specify field conditions), maintenance, repair parts, CHS, field services (laundry, showers, and, mortuary) and access to voice, data, and message communications systems.

The LSE will provide back-up support to the LAP representatives through the senior LAO with the units. For example, the LSE will provide cellular phones, notebook computers, and wireless fax and data inquiry capabilities when these may be useful effectively in the operational area.

LOCAL SECURITY FOR LSE HEADQUARTERS AND OPERATING ACTIVITIES

A predominantly civilian logistics organization such as the LSE faces challenges in providing security for its personnel, equipment, facilities, and operations. Army doctrine calls for self protection and the establishment of base and base cluster defenses against threats in the rear area. Self-protection measures for all LSE members start with the predeployment intelligence and security briefing during POM activities. The LSE will also provide timely updates on the local security situation. Table C-1 lists self-protection measures for LSE personnel.

LSE NBC DEFENSIVE MEASURES

NBC protection and decontamination training is necessary for all emergency essential civilians and is a key part of the training program for military members of the LSE. USAMC or a CPC may conduct refresher training during predeployment. The threat dictates the duration, frequency, and extent of this training. For example, deployment to a combat theater dictates intensive training, while an OCONUS humanitarian mission may not require any refresher training. FM 3-4 discusses personal protection. FM 3-5 covers decontamination. Depending on the threat, the LSE may organize NBC protection teams. The LSE field standing operating procedure (SOP) and base defense plan must detail NBC defensive measures.

SELF PROTECTION MEASURES
• Participate in all NBC training and security updates.
• Maintain a high level of awareness on the threat especially with regard to the typical terrorist methods of attack: explosives placed in vehicles, packages, and innocent looking containers.
• Know locations of escape routes, rally points, and shelters in work and sleep areas.
• Use ID badges and restrict access.
• Escort all visitors and workers. Require identification.
• Use a buddy system when traveling in the operational area.
• Ensure the supervisor knows your route when on the road to visit units.
• Comply with the LSE command policy on off-duty excursions.
• Never leave LSE vehicles unattended or parked for extended periods in unsecured areas.
• Participate in alerts and combat drills.
• Know the base defense plan and alarms.
• Know the MOPP levels and your actions for each level.
• Have at least one alternate means of communication.
• Follow JTF/ASCC movement restrictions.

Table C-1
Self Protection Measures for LSE Personnel

Annex A to Appendix C
Planning for Life and Base Support

This list is a guide. The mission and geographic area will determine the applicability of these checkpoints.

_____List probable logistical support units and services available on an area basis from the ASG, HN, and LOGCAP. (See the table on page c-d-2) POC/Lead _____.

Notes:

_____Requirement for maps of the operational area. POC/Lead _____.

Notes:

_____Effects of weather and climate in the operational area. POC/Lead _____.

Notes:

_____Sources and location of water. POC/Lead _____.

Notes:

_____Food service for LSE members. When will it be established from a support unit? Are MREs needed and quantities? POC/Lead _____.

Notes:

_____Adequacy and safety of work and billet areas: size, exits, parking, site preparation needed, communications nodes, type construction, ventilation, provisions for power, storage, tentage, cots, office furniture. POC/Lead _____.

Notes:

_____Site defense, physical security, and self-protection measures. POC/Lead _____.

Notes:

_____Communications arrangements to include those available in the operational area. POC/Lead _____.

Notes:

_____Fire/protection measures. Provide from LSE or is an outside source available? POC/Lead _____.

Notes:

_____Field sanitation. (Latrines, waste control and disposal, supplies needed). Consider source and total requirements. POC/Lead _____.

Notes:

_____Provisions for local procurement to support the internal requirements of the LSE. Who are the field ordering officers and contracting officers? POC/Lead _____.

Notes:

_____Potential support from host nation, allies, and other services. List by command and location POC/Lead _____.

Notes:

_____Location of the Army supply support unit for standard supply requisitions. POC/Lead _____.

Notes:

_____Provisions for maintenance support for LSE equipment-organic vehicles, communications, weapons, computers, power generation equipment. POC/Lead _____.

Notes:

_____Class III support location, operating hours, availability of lubricants and equipment fluids. POC/Lead _____.

Notes:

_____Location and arrangements for medical and dental support. Evacuation means by ground and air. POC/Lead _____.

Notes:

_____Shower services. Location and schedule. POC/Lead _____.

Notes:

_____Finance support. Location and services (currency exchange, check cashing, Class A Agent, civilian pay support). POC/Lead _____.

Notes:

_____Postal and E-mail services. POC/Lead _____.

Notes:

_____Morale, welfare, and recreation services. Should LSE bring their own? POC/Lead _____.

Notes:

_____Personnel/services for civilian and military members of the LSE. Location. POC/Lead _____.

Notes:

_____Need for specialized clothing and equipment in the operational area. POC/Lead _____.

Notes:

_____Laundry service. Location. POC/Lead _____.

Notes:

_____Transportation from the POD to LSE base and subsequent transportation in and around the operational area. POC/Lead _____.

Notes:

_____Mortuary Affairs support. Locations. POC/Lead _____.

Notes:

_____Unit ministry and religious services. Locations. POC/Lead _____.

Notes:

_____Legal support location, services (legal assistance) contract law, military justice, claims, and administrative law. POC/Lead _____.

Notes:

_____Write in area for other planning considerations. POC/Lead _____.

Annex B to Appendix C
List of LSE Life Support and Office Materials

These items have been assembled to support LSE deployments. The quantities required for each deployment may vary as determined by LSE-Rear in coordination with the LSE commanders. LSE-Rear is responsible for storage and shipment of these items.

ITEM DESCRIPTION	TOTAL LSE QUANTITY
Battery, flashlight, D cell	250
Cabinet, filing, 2-drawer, lockable	10
Camouflage screen system	20
Can, gasoline, 5-gallon	25
Can, water, 5-gallon	50
Chair, field, folding	150
Container, cargo, portable, ISU-90	2
Container, security, single-drawer (field safe)	3
Copier, plain paper, portable	2
Cord, extension, various lengths	12
Cot, field, individual	100
Cover, tarpaulin	20
Desk, field	50
Easels, 36” x 48”	5
Extinguishers, fire, 10 lb.	40
Fax, secure	1
Flashlight	100
Footlockers and locks	120
Generator, diesel, 12 kw (commercial)	10
Generator, diesel, 20 kw (commercial)	5
Heater, personal	40
Kit, first aid	50
Kit, tool, mechanic, general	10
Ladder, extension	2
Lantern	25
Mallet for tent pegs (1 per tent)	17
Mantel, lantern (spares)	50
Overhead projector and screen	1
Package, office supplies	20
Projector, ovation (A/V) overhead	1
Set, light	20
Table, folding	25
Tent, GP medium (complete)	15
Tent, maintenance (complete)	5
Trailer, water, 400 gallon, Ml 49	3
Truck, forklift, 6,000 lb capacity rough terrain	3
Truck, maintenance, contact, w/Bll	13
Truck, utility, M998 HMMWV w/Bll	15

Annex C to Appendix C
Flow of LSE Requisitions

The LSE property book section supports LSE requesters by obtaining supplies (classes II, IIIP, IV, and VII) through issue of stocks on hand or submissions of requisitions to the supporting direct support quartermaster supply company. This supply company receives, stores, issues, and manages assigned classes of supplies. Requisitions for Class IX (repair parts) are submitted to the SSA at the designated direct support maintenance company.

LSE submits requisitions on DA Forms 2765 series, DA Form 3161, and DD Form 1348-6. When the LSE possesses the Unit Level Logistics System (ULLS), the LSE submits requisitions for Class IX (repair parts) via either an ULLS disk or electronically to the area support direct support maintenance company SSA.

If the requested item is not on hand at these two sources of supply, the LSE requisition is sent to the MMC for fill. The MMC searches its inventory, and if the item is not available in the TSC, the DMC will either send the requisition to the NICP or authorize local procurement. Army policies guide the DMC in authorizing local procurement of supplies for units.

The theater commander, through the Theater Contracting Activity, will establish the levels of command authorized local purchase authority. There will normally be dollar ceilings on the authority.

If contracting authority is granted to the LSE, the PBO will normally send requisitions through the LSE RM to the LSE Contracting Section. The LSE commander will establish dollar ceilings for when he will require his approval of purchase requests.

The LSE requisition flow is outlined on Figure C-C-1.

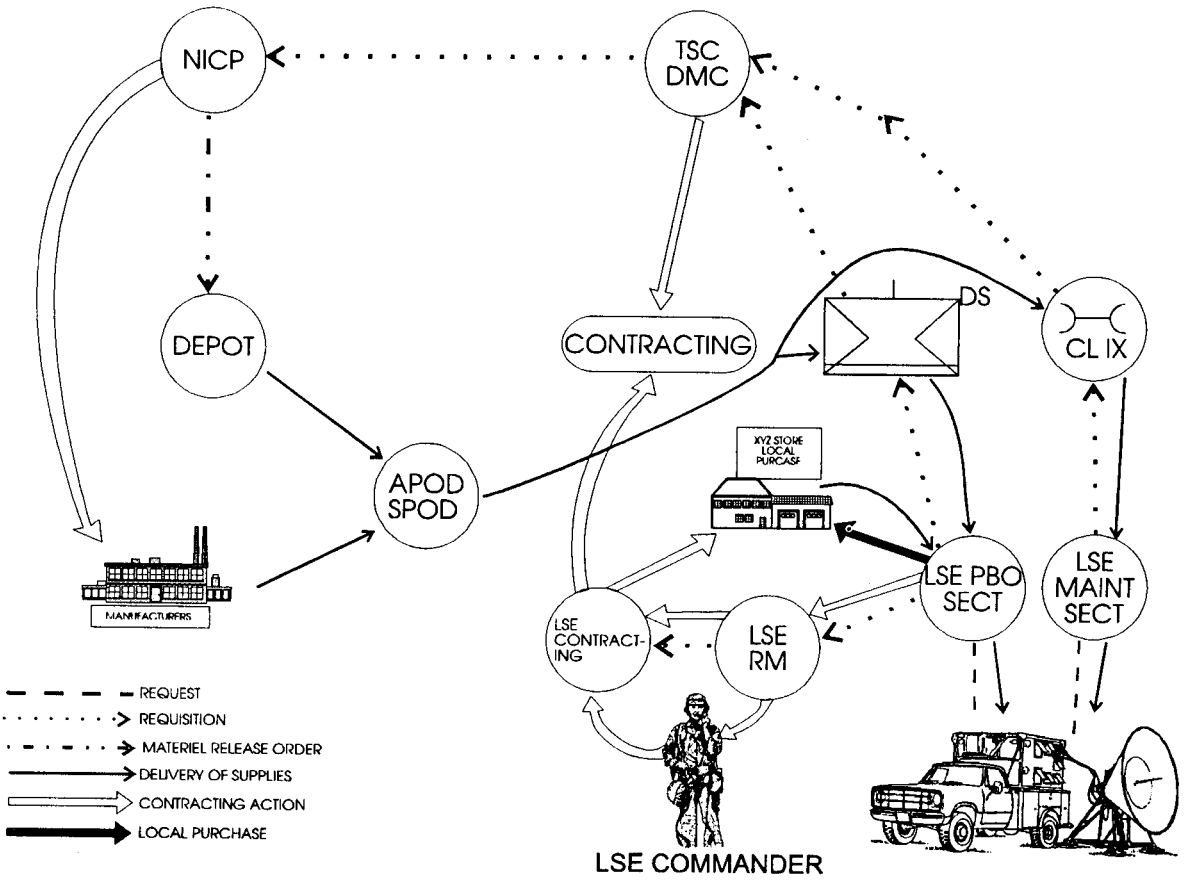


Figure C-C-1
LSE Requisition Flow

Appendix D
Deployment Processing, Procedures, and Information

This appendix provides detailed information concerning preparing for deployment, actions performed at a CPC, living and working under field conditions, rules and regulations while deployed, and more. Listed below are topics which are covered in subsequent annexes to this appendix.

- LSE Core elements.
- Preparation for overseas movement checklist.
- Deployment authority/length/ command and control.
- TDY orders.
- Family/legal assistance; insurance; casualty/next of kin.
- American Red Cross (ARC) activities pertaining to emergency notification proceeding emergency leave, and financial assistance.
- Medical screening/processing/ care.
- Passport/visa/customs/personal identification.
- Personal identification to carry.
- Living conditions/clothing, equipment, and weapons.
- Pay and leave.
- Geneva Convention, prisoner of war status, combatant/non-combatant.
- Discipline.

Annex A to Appendix D
LSE Core Requirements

The LSE, in coordination with the MSCs, designates selected positions on the contingency TDA as ***Core.*** The office of the USAMC Deputy Chief of Staff for Personnel maintains a list of positions that are rostered by the MSCs. The PDR identifies core positions by name and designates them EE. EE personnel are ready to deploy within 72 hours with minimal preparation. They will be receive OCIE and CDE per CINC guidance and METT-T. Following are the core categories.

- Jump TOC. (A small start-up cell, comprised mostly of military personnel) developed from the Core by the designated LSE commander. EE personnel assigned to the Jump TOC are deployable within 24 hours).
- SPOs.
- Senior Command Representatives.
- Legal and Real Estate.
- Resource Management.
- Base Operations.
- Public Affairs.
- Supply.
- Maintenance.
- Special Teams.
- Ammunition Support.
- ADP and Communications Support.
- Contracting.

An additional core element is the AWR module discussed in Chapter 5.

Annex B to Appendix D
Preparation for Overseas Movement Checklist*

Name: _____
SSN: _____

ITEMS/TASKS	YES	NO
Military and Civilian		
Passport		
Red		
Blue		
Visas (if required)		
Immunizations and Medical Records		
Physical Exam		
Blood Typed		
Pregnancy Test (Females)		
Extra Batteries for Hearing Aid		
Review/Update Life Insurance		
Personal Medication, 90-day supply		
Extra Pair of Glasses		
Family Care Plan		
Personal Will		
Power of Attorney		
Calling Card		
Government Issued Credit Card		
Major Credit Card		
Destination Country(s)		
Customs and Courtesies		
Local Laws		
Enrolled in Direct Deposit		
Electronic Funds Transfer		
Weapons/Sidearms		
Issue		
Training		
Protective Clothing/Uniforms Received		
Chemical Defense Equipment		
Issued		
Optical inserts		
Training		
HIV Testing (if required)		
Dental Sampling (if available)		
Dogtags (2 each)		
Rules of Engagement		
Geneva Convention Card (DD Form 489)		

* May be removed and used as individual's checklist

Personal Items (See D-H-1-1)	_____	_____
Civilian		
Emergency Essential Agreement Signed	_____	_____
Civilian Personnel SF-52/DD Form 1610 Change in location/duty	_____	_____
DNA Record	_____	_____
POV Disposition	_____	_____
Cash	_____	_____

Annex C to Appendix D
Deployment Authority/Length/Command and Control

VOLUNTARY VERSUS INVOLUNTARY DEPLOYMENTS

Army policy is to select volunteers to the maximum extent possible when deploying civilian personnel. However, when the mission requires specialized skills which cannot be filled by military personnel or civilian volunteers, USAMC has the authority to involuntarily deploy its (DA) civilians to locations worldwide during a crisis. This authority exists regardless of whether or not: civilian job descriptions specify deployment as a work requirement or option, manpower positions are EE (see below), or employees signed paperwork designating them as EE. Personnel failing to deploy, or failing to perform assigned duties once deployed, may face disciplinary actions including suspensions, reductions in pay/grade, or termination of Federal employment.

EMERGENCY ESSENTIAL DESIGNATION

Most EE designees are civilian employees who occupy EE positions and have signed DD Form 2365, "DOD Civilian Employee Overseas Emergency-Essential Position Agreement." EE positions are at overseas locations. In addition USAMC can transfer additional positions overseas during a crisis. The positions are necessary to ensure the success of combat operations or to support combat essential systems subsequent to mobilization or evacuation orders. USAMC cannot convert these positions to military slots because they ensure uninterrupted performance for providing immediate and continuing support for combat operations or for supporting maintenance and repair of combat essential systems.

In addition, USAMC considers all civilian employees deploying to combat operations/crisis situations as EE regardless of whether they volunteered to deploy or signed the DD Form 2365. However, USAMC will offer all EE personnel the opportunity to sign the EE agreement. Deployed personnel will remain in an EE status for the duration of the assignment.

DEPLOYMENT LENGTH

The LSE commander sets the length of deployment for LSE personnel. Length of deployment usually will not exceed 179 days.

COMMAND AND CONTROL

Command and control relationships usually change to meet the needs of particular deployments. During a crisis situation or deployment, civilian employees are under the direct command and control of the on-site supervisory chain. In virtually all cases, USAMC civilians deploying on support operations will be under the command and control of the LSE commander and subordinate supervisors. LSE supervisors will perform standard leadership functions such as those related to performance evaluations, task assignments, and disciplinary actions. However, supervisors should not require civilian employees to perform tasks which clearly do not relate to their civilian job descriptions such as guard duty, grounds maintenance, kitchen clean-up, etc.

Annex D to Appendix D
TDY Orders

Military and civilian personnel deploying to support contingency operations, will need travel orders prepared in accordance with Chapter 3, Part D, of the Joint Travel Regulation (JTR), Volume II.

LSE personnel can receive cash advances for TDY expenses provided the estimated "cash" expenses exceed $50.00. Regulations limit advances to a 45-day period. Advances cover meals and incidental expenses within the per diem rate, actual subsistence expenses, and other authorized expenses that credit cards cannot pay for.

USAMC expects all of its military and civilian personnel to use the Government credit card to cover travel expenses. If conditions preclude the use of the credit card or a Government issued credit card was unavailable, an additional advance not to exceed 80 percent of the additional estimated cash expenses is authorized. This exception to the advance limitation is not available to personnel who elect not to receive the Government credit card when offered by their home installation. It further is unavailable to personnel with suspended or revoked Government credit cards because of delinquent payments.

DOD authorizes per diem while enroute to and from the TDY site. However, if the Government provides without fee both lodging and meals, the per diem drops to $2.00 per day in CONUS and $3.50 per day OCONUS. If there is a charge for the use of Government quarters or Government provided meals, the preceding per diem rates increase by the actual fees in lieu of the maximum per diem rates shown in Appendices A and E of the JTR.

Personnel preparing TDY orders should use the following guidance. Format may vary based on local usage.

The itinerary should show all authorized layovers enroute to and from the TDY location. (Note: For active duty and civilian personnel, the itinerary will normally start from the home installation. For reserve personnel, the itinerary will normally start from the CPC.) For Army reserve personnel, the Army is also responsible for transportation from home of record to the CPC.

Mark and "X" in the block labeled "Variation Authorized" in case conditions warrant deviation enroute to or from the TDY location.

In the remarks section, include the following statements (without the quotation marks):

"Travel by military aircraft outside CONUS is authorized; if military aircraft is not available, travel by military surface or commercial aircraft is authorized: categories B, Y, and Z directed. Special conveyance authorized. Use of foreign flag vessel(s) or uncertified air carrier(s) authorized where no American flag available."

"Actual expenses allowance authorized while at TDY site." (No per diem is authorized for civilians when living under field conditions while in support of contingency operations; however, they will be reimbursed for actual subsistence expenses, if any, while under field conditions.)"

"Traveler authorized to wear/carry civilian clothing."

"Official long distance calls/faxes authorized."

"Foreign post differential (as applicable) applies after 42 consecutive days in country, not retroactive to the first day."

"Authorized reimbursement for expenses incurred on return shipment of equipment/military clothing to the CPC."

"Traveler is not authorized to carry/disclose classified information."

"Excess baggage authorized."

"Rental car authorized limited to DOD rates at authorized layover locations."

"Authorized to carry Government issued weapon when permitted by the LSE Commander."

For civilian personnel only:

"Medical care is authorized in accordance with applicable regulations for civilians in a TDY status."

"Overtime (or Compensatory Time) authorized at TDY site as required by the LSE commander."

Depending on the circumstances, additional statements may be included in the Remarks section, Item 16, for both military and civilian personnel. Examples include statements as to the availability/non-availability of Government quarters and meals, particular OPLANs that apply, or whether imminent danger pay or field conditions apply.

Annex E to Appendix D
Family/Legal Assistance; Insurance; Casualty/Next of Kin

FAMILY ASSISTANCE

The goal of family assistance is to provide support services to eligible family members at, or near, their home town or home installation. HQ USAMC requires its military personnel to participate in family assistance programs. It strongly encourages USAMC civilian personnel to do the same, Additional support to families is available from the ARC (see Annex F to Appendix D). Family services will normally include:

Predeployment

- Assisting in establishing support groups.
- Sponsoring orientations which outline available assistance.
- Assisting single parent and dual deploying families in preparing family care plans.
- Coordinating with local and state human service assistance agencies.
- Identifying families with major problems which require special assistance.

Deployment

- Providing family assistance.
- Assisting families in relocating.
- Providing support to waiting families.
- Serving as sponsor for families with special needs.
- Keeping commanders abreast of major problems.
- Assisting casualty assistance officers in providing support to survivors.

LEGAL ASSISTANCE

Military legal assistance ***relating to matters of deployment*** is available to civilians notified of deployment and their families. Civilian employees preparing to deploy, and their family members, are eligible for free government-provided legal assistance services by authorized legal assistance attorneys. Legal assistance will be available throughout the period of deployment, but pertains to matters related to deployment as the on-site supervising attorney determines. These services normally include such things as preparation of wills and powers of attorney, and basic income tax assistance. Additionally, legal assistance continues for returning employees and family members for a reasonable period. The on-site supervising attorney determines for how long. After the employees return from deployment, the intent of continued legal services is to close out ongoing legal assistance matters that arose before or during the deployment.

LIFE INSURANCE

All USAMC personnel listed on the PDR should annually review insurance policies to ensure coverages are adequate and that beneficiaries are current. Described below are specific items to review or consider prior to deploying.

Civilian

Federal civilian employees are eligible for coverage under the FEGLI program. Death benefits (under basic and all forms of optional coverage) are payable regardless of cause of death.

The Office of Personnel Management (OPM) confirmed that civilians who deploy with the military to combat support roles during times of crises are not "in actual combat." As such they are eligible for accidental death and dismemberment benefits under FEGLI in the event of death. Similarly, civilians carrying firearms for personal protection are not "in actual combat."

Employees should review the following forms prior to deployment:

- Designation of Beneficiary, CSRS; SF 3808.
- Designation of Beneficiary, FERS; SF 3102.
- Designation of Beneficiary, FEGLI; SF 3823.
- Designation of Beneficiary, Unpaid Compensation of Deceased Employee, SF 1152.
- Designation of Beneficiary, Federal Retirement Thrift Saving Plan; TSP 3.

The SF 3808 and SF 3102 pertain to lump sum benefits or unpaid annuity.

Employees should obtain a copy of the FEGLI booklet entitled Description and Enrollment in the FEGLI Program. The booklet is available at local Civilian Personnel Offices (CPOs).

Employees who desire to obtain or increase FEGLI optional insurance should consult their servicing CPO for eligibility and evidence of insurability.

Military

Military personnel are eligible for coverage under the SGLI program. Death benefits (under basic and all forms of optional coverage) are payable regardless of cause of death.

Information concerning SGLI is available at the individual Services' personnel support centers.

Each member should ensure that his or her dependency and emergency data information are current before deploying in support of a contingency.

CASUALTY STATUS

A casualty is defined as any person who is lost to the organization by reason of having been declared dead, wounded, injured, diseased, interned, captured, retained, missing in action, beleaguered (an organization which has been surrounded by a hostile force to preclude escape of its members), besieged (an organization element which has been surrounded by a hostile force for the purpose of compelling it to surrender), or detained.

Federal law entitles civilian employees killed in the line of duty to many of the same benefits as military casualties. Mortuary benefits for eligible employees include: search, recovery, and identification of remains; disposition of remains; removal and preparation of remains; casket; clothing; cremation (if requested); and transportation of remains,

NEXT OF KIN NOTIFICATION

Next of kin notification occurs when an employee dies, is missing, or becomes unable to express his or her desires after becoming ill. The casualty area command will handle notification promptly and in an appropriate, dignified, and understanding manner.

After official notification by the Casualty Area Command, local commanders

may contact the next of kin for expressions of condolence and offers of assistance. The casualty area command will appoint Survivor Assistance Officers as deemed necessary or upon request.

The Civilian Personnel Officer will appoint a personnel specialist to assist the next of kin in obtaining benefits and entitlements.

The local Army Community Service is also available to provide assistance to the next of kin and eligible family members.

Annex F to Appendix D
American Red Cross Activities Pertaining to Emergency Notification Procedures, Emergency Leave, and Financial Assistance

Once LSE personnel deploy, procedures are in place through the ARC to provide timely notification in cases of death or serious illness concerning immediate family members; in cases of other family crises requiring attention without delay; and for other important matters. In addition, financial assistance through the ARC is available for some deployed LSE members and their families. It is important to note that rules governing emergency leave and financial assistance differ substantially between active duty members and DOD civilians, as specified below.

EMERGENCY LEAVE FROM OCONUS

Authority for granting emergency leave resides with the LSE commander. The LSE commander can grant emergency leave for a variety of reasons. The most common reasons are death or severe medical emergency of an immediate family member. Immediate family members are father, mother, sister, brother, spouse, son, daughter, only living relative, or loco parentis. Loco parentis refers to someone who raised an individual in lieu of natural born/adoptive parents for a period of more than five consecutive years. See the ARC for complete definition and criteria. Other justifiable reasons for emergency leave include severe damage to the home caused by fire; by "acts of God" such as flood, earthquake, or tornado; or due to other circumstances where the LSE commander deems it sufficiently critical for the LSE member to return home,

When an emergency occurs which requires the presence of the deployed LSE member, the local chapter of the ARC should receive immediate notification (by an immediate family member whenever possible). ARC representatives will verify the crisis and notify the LSE commander through ARC channels. When there are no ARC representatives at the deployment location, the ARC will contact the LSE commander directly. In order to effectively execute the notification process, it is essential for the ARC to have the following information concerning the LSE member:

- Name
- Social Security Number
- Unit of Assignment
- Location or Military Installation
- Complete Mailing Address

All deploying LSE personnel should fill out and mail home ARC Form 5651 once they arrive at final destination in-theater. ARC Form 5651 is a post card with spaces designated for the information specified above. CPCs should provide blank ARC Forms 5651 during POM.

Upon approval of the LSE commander, the affected LSE member will return home as soon as possible. If the LSE individual is on active duty or recalled to active duty status, he will return at Government expense to his official station. Most often this is via commercial transportation. DOD rarely authorizes civilian travel at Government expense. However, a civilian can fly, space available, aboard military aircraft to a CONUS POD; or can purchase commercial transportation at individual expense. Commander, USAMC, on a case by case basis, can reimburse DOD civilians for emergency travel. For both military and civilian personnel, if HQ USAMC directs return to the theater of operation following

resolution of the family emergency, DOD will consider it new travel and fund it.

OTHER COMMUNICATIONS

Family members can use the ARC as a timely communications conduit for other important situations which do not require emergency leave. For example, death or serious injury to other than immediate family members; birth announcements concerning immediate family members; and "Call Home" messages where certification by the LSE commander is required that a particular LSE member is "alive and well." The most common situation requiring a call home message is when a spouse is executing power of attorney for major purchases, home loans, etc.

EMERGENCY FINANCIAL ASSISTANCE

The ARC can provide emergency financial assistance to active duty military LSE personnel, to include Reserve and National Guard personnel recalled to active duty, and their families. The ARC no longer authorizes emergency financial assistance for DOD civilian personnel or their families. Usually, the ARC provides financial assistance on a one-time-only basis, most often consisting of interest free loans. However, the ARC can disburse cash grants based on exceptional circumstances. Reasons that the ARC usually grants financial assistance include emergency travel, burial expenses, emergency medical expenses, and for "basic maintenance. " Basic maintenance refers to essential commodities such as food, housing, fuel, and utilities.

Annex G to Appendix D
Medical Screening/Processing/Care

Deploying USAMC personnel will meet the minimum medical standards for USAMC LAP as specified below. All deploying personnel must meet these standards. In addition, CINCs can specify requirements unique to specific operations. Fitness for duty determinations occur at home station whenever possible, or at the CPC.

PHYSICAL EXAMINATION

Personnel must pass a physical examination based on the functional requirements of the job (LAP requirements as a minimum) in order to qualify for deployment. They also may receive a second physical upon completion of redeployment, Physical examinations will concentrate on cardiovascular, pulmonary, orthopedic, neuralgic, endocrine, dermatologic, psychological, visual, and auditory functions to ensure fitness for deployment and ability to operate under field conditions. As a minimum, deploying personnel must complete the following forms in order to satisfy the physical examination requirement.

- Standard Form 93, Medical History
- USAMC Form 2880-R, LAR Screening Form
- Standard Form 78, Certificate of Medical Examination

IMMUNIZATIONS/MEDICINES

All deploying personnel receive screenings and appropriate immunizations and medicines in accordance with AR 40-562. In addition, medical personnel may draw DNA samples (for identification purposes) and conduct HIV testing, if required by host country. Tab 1 to Annex G to Appendix D lists typical immunization requirements based on a recent LSE deployment to North Africa.

DENTAL

All personnel are responsible for maintaining a high standard of oral hygiene. During POM processing, all deploying individuals will receive a dental examination to verify fitness for deployment. Personnel failing the dental exam will receive only those dental services required to satisfy deployment standards. Also during this processing, dental personnel will take panoramic X-rays (PANOREX) for identification purposes.

MEDICATIONS

Deployed civilian employees should receive pharmaceutical support equal to that given to active duty personnel. However, pharmaceutical shortages in-theater can occur, especially during early phases of an operation. All personnel, therefore, should deploy with a minimum 90-day supply of required medications, to include over-the-counter drugs.

EYE WEAR

Individuals requiring corrective lenses, eyewear or contacts, will receive a government administered eye exam. Deploying personnel will also receive optical inserts for the NBC protective mask if the CINC requires protective masks. USAMC strongly recommends that only glasses be worn once personnel deploy. Contact lenses are easier to lose, harder to replace, require special liquid solutions, and climatic conditions such as blowing sand can cause eye discomfort much more quickly.

MEDICAL CARE WHILE DEPLOYED

EAC medical element provides medical care for military personnel in its AOR. Family members of both active duty and recalled to active duty reservists/retirees are eligible for treatment at US military hospitals or through the CHAMPUS/Tri-Care programs.

Medical care for deployed civilians is identical to that provided to active duty personnel, i.e., free treatment in a military clinic, hospital, aid station, or other DOD-sponsored facility as provided by the ASCC. The right to free medical care **does not** transfer to dependent family members of civilians as it does for dependents of active duty soldiers. Therefore, all civilian medical insurance coverages should remain in effect. If a redeployed civilian employee suspects an injury or illness relates to the deployment, he can initiate actions for redress through the CPO and the Department of Labor.

Note: To ensure proper medical care while deployed, it is essential for all personnel to bring with them a current and complete copy of medical, dental, and immunization records.

Tab 1 to Annex G to Appendix D
Immunizations

INTRODUCTION

Immunization requirements will vary depending on geographic location and unique medical conditions which exist there at the time of deployment. At the time of deployment refer to AR 40-562. Described below are immunization requirements for a recent LSE deployment to North Africa. It typifies common immunization requirements for many world locations. However, jungle environments normally will require further immunizations against **YELLOW FEVER** and **MALARIA.** In rare instances, immunization against **RABIES** also is administered. For individuals listed on the PDR, they should report any known allergies to these immunizations immediately to the home station deployment processing center or to the CPC, as applicable.

Immunization requirements for LSE personnel participating in an exercise in USCENTCOM's AOR are below.

- **HEPATITIS A** vaccine series; 1.0 ml, injected inter-muscle (IM) (deltoid); two-shot series, with the second shot administered between 6-12 months following the first shot. If traveling to the AOR before 14 days after the first shot, immune globulin (2ml) is also administered but at a different body location from the vaccine.

– Alternate: **IMMUNE GLOBULIN** (IG, also known as GG--Gamma Globulin; or ISG--lmmune Serum Globulin) - 2ml, IM, A for 3 months; 5 ml, IM, will provide protection for five months. IG will not provide protection against other types of hepatitis.

- **INFLUENZA.** Current annual vaccine, if available; 0.5 ml, IM (deltoid).

- **MEASLES.** A single booster of measles vaccine as an adult is recommended if born after 1956 and having no previous history of measles infection.

- **MENNINGOCOCCAL.** Quadrivalent, 0.5 ml, subcutaneous (SC), i.e., injected under the skin. Does not protect against the B serogroup; immunity appears to be at least 3 years. Center for Disease Control recommends 3 year intervals between doses.

- **ORAL POLIO VACCINE** (OPV). 3-dose primary series plus a one-time additional dose as an adult. Should not be administered at the same time as oral typhoid vaccine (OTV). 7-10 days before, or 10-14 days after, OTV is recommended. When OPV is administered with other live virus such as yellow fever or measles, all should be taken on the same day; or doses should be separated by one month.

- TYPHOID, oral or injected.

- TETANUS-DIPHTHERIA. Last dose within 10 years; 0.5 ml, IM or SC.

Annex H to Appendix D
Passport/Visa/Customs/Personal Identification

PASSPORTS

All LSE personnel must have a current no-fee official passport when deploying overseas. In some instances, LSE personnel, civilian and military, will also need standard blue (tourist-type) passports depending upon countries deploying to or transiting enroute. USAMC personnel pre-designated as EE civilians will at all times maintain both a current no-fee official passport and the standard blue passport. They should apply for passports and visas at their home station. LSE personnel can request reimbursement for the standard blue passport using Standard Form 1034, "Public Voucher for Purchases and Services Other Than Personal." However, local fees or charges for legal services are not reimbursable.

LSE personnel can request no-fee passports using a DD Form 1056, "Authorization to Apply for a 'No Fee' Passport and/or Request for Visa, " and Department of State Form DSP-11, "Application for Passport." An authorizing official usually found at a CPO or Military Personnel Activity signs the DD Form 1056. Listed below are passport application document requirements.

- Proof of citizenship or other supporting document (see Department of State Form DSP-11 and AR 600-290, Passports and Visas).

- DD Form 1056. AR 600-290 provides instructions for completing this form.

- Department of State Form DSP-11.

- Two passport photographs (2" by 2"). Eight additional photos should also be made to satisfy visa requirements (see below).

Note: Some countries do not permit entry if a current passport shows previous travel to certain other nations. This must be checked and verified prior to deployment. In some instances, new passports may be required.

VISAS

Foreign countries can require visas in order to enter or transit their borders. Each country of deployment/transit determines its visa requirements and furnishes this information to the applicable embassies prior to deployment.

CUSTOMS REQUIREMENTS

Civilian employees entering and exiting foreign countries are subject to customs processing procedures established by the foreign countries. Military personnel also can be subject to customs processing. The CPC will cover country-specific entrance and exit requirements during deployment processing. Returning civilians also are subject to United States re-entry customs requirements.

IDENTIFICATION CARDS

DA civilian personnel will deploy with DA Form 1602, "Department of the Army Civilian identification" in their possession. The employee's home station should issue the card. If the home station fails to issue the card, the CPC will be the issuing site.

Military personnel will deploy with DA Form 2 or 2 (Res), "Personal Qualification Record."

IDENTIFICATION TAGS

All personnel will receive identification tags (commonly referred to as "dog tags") either at home station or during deployment processing. Personnel should wear them at all times. The following information is necessary for obtaining identification tags.

- Last Name
- First Name, Middle Initial
- SSN
- Blood Type
- Religious Preference

GENEVA CONVENTION CARD

All personnel will deploy with Department of Defense Form 489, "Geneva Convention Card." See Annex K to Appendix D for details concerning combatant status of civilians and protection under the Geneva Convention if captured as a prisoner of war. LSE personnel can obtain Geneva Convention cards at home station or from the CPC.

Annex I to Appendix D
Living Conditions/Clothing, Equipment, and Weapons

LIVING UNDER DEPLOYMENT CONDITIONS

During major deployments, most individuals will be living under field conditions. Field conditions are more rugged and austere than what most Americans experience in their everyday lives. Personnel may encounter extended work periods in a stressful environment, as well as extreme climatic conditions, i.e., cold/tropical/arid hot.

Housing will often consist of multi-person tents or hastily constructed buildings with undependable heating/cooling or electricity. Toilets are usually primitive and shared. Shower facilities are often non-existent and communal when available. People must often bathe by using a bucket or other container. Overall, privacy is minimal for working, sleeping, personal hygiene, and calls of nature.

Food is often a pre-packaged ration such as an MRE, meals prepared in a military dining facility, or a combination of the two. Depending on the situation, it may not be possible to accommodate special dietary needs. Local conditions often limit opportunities for off-duty recreation, laundry service, phone calls, and postal service. The HN may ban or severely restrict religious practices and materials.

In addition, on-site commanders may impose further restrictions based on mission necessity, safety, and unit cohesion; or because of HN rules, regulations, laws, and customs. HN restrictions usually will be addressed in pre-deployment briefings. Compliance is mandatory.

CLOTHING, EQUIPMENT, AND WEAPONS

To cope with living and working conditions in a deployment area, personnel often require special clothing and equipment. USAMC personnel deploying to overseas locations will carry items of clothing and equipment as specified by the theater CINC or LSE commander. In most cases, USAMC personnel will wear BDUs when deployed, desert or forest pattern as directed. Standards of wear and appearance will be in accordance with AR 670-1 and strictly enforced. A list of common military OCIE items and CDE is at Tab 1 to Annex I to Appendix D. The gaining CINC further specify theater-unique items such as mosquito netting, goggles, arctic gear, etc. CPC will issue required OCIE and CDE to USAMC deploying personnel except for LAP personnel and others who receive these items at home station or at other processing locations.

Civilian personnel should also bring sufficient quantities of civilian clothing and equipment which their particular jobs require. Procuring items of personal clothing and supplies is an individual responsibility. Home stations and CPC will not provide them. Recommended items of clothing and equipment, along with personal demand items which can make living in a field environment more tolerable, are also at Tab 1 to Annex I to Appendix D.

The carrying of firearms may be necessary, as the CINC specifies. However, acceptance of firearms is voluntary for civilian personnel. The CINC/LSE commander authorizes the issue of weapons only to individuals trained in the safe use, operation, and care of firearms. LSE personnel will only use government-issued ammunition. USAMC and the CINC will determine locations of weapons, ammunition, and procedures for issue.

Tab 1 to Annex I to Appendix D
Clothing and Individual Equipment
Chemical Defense Equipment, Personal Clothing, and Supplies

GENERAL

The purpose of this Annex is to provide typical requirements for OCIE, CDE, personal clothing, and supplies for deploying personnel. Specific types and quantities of OCIE an CDE will be IAW Clothing Table Allowance 50-900 or specified by the ASCC or LSE commander based on METT-T and climatic conditions.

NOMENCLATURE

QUANTITY AUTHORIZED	OCIE
1 each	Bag, Barracks
1 each	Bag, Duffel, Nylon Duck
1 each	Bag, Waterproof
1 each	Belt, Individual Equipment
1 each	Canteen, Water, Plastic
1 each	Case, First Aid Dressing
1 each	Coat, Camouflage Pattern
1 each	Cover, Canteen Water
1 each	Cover, Helmet Camouflage
1 each	Cup, Water Canteen
1 each	Helmet
1 each	Liner, Cold Weather Coat
1 each	Mattress, Pneumatic (or equal)
1 each	Overshoe, Green Vinyl/Black Rubber 5 buckle
* 1 each	Poncho, Wet Weather
1 each	Sleeping Bag, Cold Weather
1 each	Suspenders, Individual Equipment
1 each	Suspenders, Trousers
**1 each	Sweater, OD-3721
1 each	Vest, Ground Troop, Fragmentation

*Wet weather suit may be issued in lieu of poncho
**Shirt, wool OG-108 may be issued in lieu of sweater OD-3721

Chemical Defense Equipment

3 per Indiv	Antidote Mark I Kit
1 per Mask	Bag Waterproof, Combat Mask M 1
1 per Mask	Carrier, Protective Mask M15A2
2 per Indiv	Decontaminating Kit, Skin M258A/M291
3 sets per Mask	Filters, Elements M13A2
1 pair	Footwear Chem Protective (Training Set)
*1 pair	Footwear Covers, Chemical Protective

1 per Mask	Harness, Head, Combat
2 per Mask	Hood, Combat Mask Field M6A2
1 per Indiv	Mask, Combat, Field M17/M40 Series
1 Per Mask	Outserts, Eye Lens
* 1 each	Suit, Chemical Protective
1 each	Suit, Chemical Protective (Training Set)
1 each	Suspenders, Field, Load Bearing Equipment
1 per Indiv	Convulsant Antidote for Nerve Agent

* One set issued only for training purposes.

Personnel Clothing

1 each	Bag, Duffel (Clothing)
1 each	Belt, Trousers
2 pair	Boots, Combat
1 each	Buckle, Belt Trousers
3 each	Coat Combat, Camouflage
1 each	Coat, Cold Weather
6 each	Drawers, Colored
2 pair	Gloves, Insert
2 pair	Gloves, Shell
6 pair	Socks, Cushion Sole
3 each	Trousers, Combat, Camouflage
6 each	Undershirt, Colored

Other Optional Equipment

1 kit	Cleaning Kit 9mm
1 kit	Holster, 9mm
1 each	Knife, General Purpose
1 each	Lanyard
1 each per uniform	Patch, US Flag

Hot Weather Plus Up

LIN	
C96399	Canteen, Water, Collapsible, 2 Qt.
F30117	Cover Water Canteen Collapsible
J61584	Sunglasses: Man's Spectacles
J71304	Goggles, Sun/Wind/Dust
K20163	Hat, Sun: OG107 w/Chin Strap
K85092	Insect, Bar Field
L70789	Liner, Wet Weather Poncho Camouflage
C07440	Boots, Hot Weather
K85122	Insect, Net Hat
C43484	Coat, Camouflage, Desert Pattern
F28747	Cover Helmet Camouflage Desert
T35238	Trousers, Day, Camouflage
T34401	Trousers, Camouflage: Desert Night Pattern

P69449	Parka, Camouflage: Desert Night Pattern
G29255	Hat, Camouflage: Desert Pattern
L70080	Liner, Camouflage: Desert Night Pattern
M95975	Neckerchief, Cotton Knit

Cold Weather Plus Up

LIN	
C07743	Boots, Flyers, Insulated
C08119	Boots, Cold Weather
C96810	Canteen Water Cold Weather
D01857	Cap, Cold Weather
F28747	Cover, Helmet Camouflage
F30391	Cover, Canteen Water
F31439	Coveralls, Cold Weather, Mech
F54817	Cup, Water Canteen
G49350	Drawer, Cold Weather
K46058	Hood, Extreme Cold Weather
L70172	Liner, Cold Weather Coat
L70720	Liner, Parka, Extreme Cold Weather
L72022	Liner, Cold Weather Trousers
M17632	Mattress, Pneumatic, Insulated
M52555	Mitten Inserts
M5324	Mitten Shells
N37752	Trousers, Wet Weather
N39848	Overshoes, Vinyl
N69904	Parka, Extreme Cold Weather
N70040	Parka, Extreme Cold Weather
N70110	Parka, Wet Weather
S52982	Scarf, Wool
S75621	Sweater, Wool
T71706	Sleeping Bag, Extreme Cold, Type 2
U73597	Suspenders, Trousers
X36109	Trousers, Extreme Cold Weather
X36137	Trousers, Extreme Cold Weather
X37180	Trousers, Cold Weather, Wool
X86839	Undershirt, Cold Weather
None	Mask, Extreme Cold Weather (NSN 8415-01-006-3468)

Recommended Personal Items

Unless otherwise stipulated, bring 60-90 day supply of expendable items.

Telephone Calling Card
Government Issued Credit Card
Travelers/blank checks--banking services usually minimal
Medications, including over the counter, 90 day supply
Extra pairs of glasses (contacts are discouraged)
Shaving kit and supplies, to include small mirror

Toiletries (soap, toothpaste, deodorant, hairbrush, etc.)
Feminine hygiene (if applicable)
Zip lock bags of various sizes
Powdered beverage packets (Kool aid, lemonade, etc)
Towels (various sizes) and wash cloths
Radio, battery powered
Flashlight (recommend one with belt hook)
Travel alarm clock, stem-wound or battery powered
Wrist watch (recommend replace battery before deploying)
Sewing kit
Sun glasses
Eye drops
Chapstick
Sun screen
Nail care products (if applicable)
Insect repellent
Foot powder
Clothes pins and safety pins
Stationery, pens, stamps, and address book
*Reading materials, games, decks of cards
Extra batteries for clock/radio/flashlight/hearing aid/etc.
Civilian clothing, 5 sets (2 casual, 3 for work)
Socks for boots and assorted shoes
Safety shoes, if required
Underwear (bras, if applicable) - 2 week supply
Handkerchiefs
Swimsuit
Shower shoes
Athletic/jogging clothes and running shoes
Personal first aid kit (band aids, tweezers, ointments, etc.)
Small padlocks, 2-3 (to secure duffel bags and other personal storage containers which may become available.)

*ENSURE READING MATERIALS ARE NOT OFFENSIVE TO OR PROHIBITED BY HOST NATION.

Annex J to Appendix D
Pay and Leave

PAY

Pay Deposit

In order to ensure continuation of pay while in support of military operations, USAMC policy requires all military and civilian members of the LSE to join a DD/EFT program at their home installation before deployment. Once under DD/EFT the employee must remain in the program. USAMC requires all Emergency Essential employees to join a DD/EFT program as a condition of employment.

If not already required by their Service, all military personnel should join the DD/EFT system to ensure continuation of pay.

The Defense Finance and Accounting Service Center will reimburse LSE members for any errors by the Government resulting in charges by a financial institution. It will send letters of explanation to recipients of any dishonored checks explaining that the dishonored check was the result of Government error, not an error on the part of the individual.

Salaries

Salaries are not tax free while on deployment. Likewise, salary deductions do not change while on deployment.

If an LSE member is in a "missing" status, his/her pay and allowances continue. The definition of "missing" includes: missing in action, interned in a foreign country, captured, beleaguered or besieged by a hostile force, or detained in a foreign country against their will. LSE members (both military and civilian) continue to receive the same pay and allowances entitled at the time when declared missing, and which they would become entitled thereafter (i.e., cost of living allowance increase, time in service raise, etc).

Maximum Salary Limitations (Pay Cap)

During crisis operations, OPM may waive the maximum salary on premium wages that would limit an eligible GS/GM employee's pay for the period (basic pay + premium pay) to the maximum biweekly rate for a GS-15. However, the employee will still be subject to the maximum annual rate for a GS-15. The OPM decision to waive the pay cap is a temporary provision applying to a specific contingency. Danger pay is not subject to the premium pay cap but cannot exceed 25 percent of the employee's basic pay. The pay cap does not apply to wage grade employees.

Danger Pay Allowance

Civilian Personnel

Civilian employees will receive a danger pay allowance (DPA) when serving at or assigned to foreign areas designated for danger pay by the Secretary of State. Situations which can trigger danger pay include: civil insurrection, civil war, terrorism, and wartime conditions which threaten physical harm or imminent danger to the health or well being of a majority of employees stationed or detailed to that area.

The allowance will be a percentage of the employee's basic compensation at the rate of 15, 20, or 25 percent as determined by the Secretary of State. This allowance is in addition to any foreign post differential prescribed for the area but in lieu of any special incentive differential authorized the post prior to its designation as a danger pay area. The foreign post differential shrinks by any part attributable to political violence.

The combined danger pay and post differential must be at least 5 percent above the previous combined post differential and special incentive differential at the post, if any, in effect at the post prior to its designation as a danger pay area.

The DPA commences for employees already in the area on the date of the area's designation for danger. For employees assigned or detailed to the area, DPA commences upon arrival in the area. For employees returning to the post after a temporary absence, it commences on the date of return. DPA will terminate with the close of business on the day the employee leaves the post for any reason for an area not designated for the DPA. DPA is not subject to the pay cap.

DPA is not part of the basic compensation for computation of within-grade step increases. However, for wage grade employees it is part of the employee's basic rate of pay for the computation of overtime, holiday, Sunday premium pay, retirement, FEGLI, Federal income tax, Federal Insurance Compensation Act or MEDICARE, state and city, or local tax deductions.

Military Personnel

The DPA paid to Federal civilian employees is not synonymous with the Imminent Danger Pay (IDP) paid to the military. Military personnel will receive IDP when their individual Service determines that wartime conditions threaten harm or danger. Refer to individual Service regulations.

Foreign Post Differential

Civilian personnel working in foreign areas where environmental conditions differ substantially from CONUS conditions, warrant added compensations as a recruiting and retention incentive. They are eligible for Foreign Post Differential (FPD) after being stationed in the area in excess of 41 days. FPD is exempt from the pay cap. It is paid as a percentage of the basic pay rate, not to exceed 25 percent of the basic pay. The Secretary of State determines the length of time the rate is in effect. Different areas in the same country can have different rates.

Overtime

GS employees whose basic rate of pay does not exceed that of a GS-10, Step 1, will receive pay at a rate of one and one-half times their basic hourly pay rate for each hour of work authorized and approved over the normal 8-hour day or 40-hour week. Employees whose rate exceeds that of a GS-10, Step 1, will be paid at a rate of one and one-half times of a GS-10, Step 1. Since it may not be possible to approve exact overtime hours in advance, the employee's travel orders should have this statement in the remarks column: "Overtime authorized at TDY site as required by the LSE Commander." The field commander should then submit a DA Form 5172-R or local authorization form (with a copy of the travel orders) documenting the actual premium hours worked for each employee, each day of the pay period as soon as possible after the premium hours are worked.

GS/GM employees who are exempt from the Fair Labor Standards Act (FLSA) (designated by an "E" in the FLSA code block on their Leave and Earning Statement) may receive compensatory time in lieu of overtime, Wage grade employees cannot earn compensatory time because they receive overtime at the rate of one and one-half times the employee's basic hourly rate.

Reminder. Total overtime plus base pay cannot exceed existing pay caps.

LEAVE ACCUMULATION

Civilian Personnel

At the end of a leave year, civilian personnel forfeit any annual leave in excess of the maximum permissible carry-over. Annual

leave forfeited during a combat or crisis situation which proper authorities consider an exigency of the public business may be temporarily restored. Normally, civilian personnel will request excess leave carry-over and have up to two years to use restored annual leave.

Military Personnel

All military personnel will accumulate leave at the rate of two and one-half days per month, as normal.

Recalled reserve military personnel have the option of receiving payment for such leave, taking pre-separation leave, or a combination thereof. In accordance with Title 37 USC Section 501, Subparagraph (B) (5), sellback of such leave may be made without regard to the career 60 day sellback limitation otherwise imposed by law.

DD-214 PREPARATION

The remarks section of the DD-214 document, for those Reserve members who are retained on active duty in excess of 180 days in conjunction with an LSE deployment, will reflect that period of 180 days for which the member was recalled involuntarily. It will also include those dates beyond 180 days for which the member was retained voluntarily, even if that extension was only for the purpose of executing accrued leave.

TACTICAL FINANCE SUPPORT

In addition to their support of procurement and other activities, tactical finance elements support military and (possibly) civilian pay, travel, travel claims, and pay for local labor. This provides check cashing and currency exchange support to civilian employees, contractors and contractor employees. Soldier and civilians should deploy with supplies of blanks checks and ATM and credit cards (including government cards) to avail themselves of available and needed finance services.

Annex K to Appendix D
Geneva Convention, Prisoner of War Status, Combatant/Non-Combatant Status

The 1907 Hague Convention and the 1949 Geneva Convention developed international rules to govern the law of warfare. These agreements evolved into principles that are now part of international law.

Under both the Hague and Geneva Conventions, combatants and non-combatants should receive protection as POWs if captured. These protections pertain to those POWs who accompany the armed forces without actually being members thereof, provided they have received authorization from the armed forces which they accompany. They must carry an identity card, most notably the Geneva Convention Card (DD Form 489).

Since the issuance of an identity card is significant, all civilians accompanying the armed forces must carry a Geneva Convention Card.

The treatment accorded to POWs depends on each POW's particular status or rank. The higher the status or rank, the greater the benefits should be.

The enemy may regard civilians who take part in hostilities as combatants and subject to attack and/or injury incidental to an attack on military objectives. Taking part in hostilities is not clearly defined in the law of war, but generally is not regarded as limited to civilians who engage in actual fighting. Since civilians augment the Army in areas in which technical expertise is not available or is in short supply, they, in effect, become substitutes for military personnel who are combatants.

It is not a violation of the law of war for an EE employee to wear a uniform or to carry a weapon for personal self-defense while accompanying a military force. Wearing a uniform or carrying a weapon does not deprive a civilian employee accompanying a military force of any Geneva Convention protections.

Annex L to Appendix D
Discipline

STATUS OF FORCES AGREEMENTS

SOFAs are relationships negotiated between two countries wherein the host nation accords certain rights and responsibilities to members of US Forces and accompanying civilians. Many violations of host nation laws are also violations of US law. However, SOFAs provide that punitive or other actions can be taken under appropriate US military/civilian law, rule, or regulation rather than the host nation law.

The US Government will negotiate a Foreign Criminal Jurisdiction arrangement if the host nation will not agree to grant US personnel some form of immunity. An agreement of this nature provides jurisdictional protections and procedural safeguards for US personnel. However, the host nation may still retain the right to prosecute US personnel for offenses that are either exclusive violations of host nation law or those over which the host nation has primary concurrent jurisdiction.

UNIFORM CODE OF MILITARY JUSTICE

The UCMJ defines military criminal law. Military criminal law is similar to civilian criminal law in the United States. For example, most offenses which are crimes under civilian law are also crimes under military law. On the other hand, some offenses are peculiar to military law (i. e., absence without leave or violation of a lawful order). There are also some similarities in the procedural rights of the accused under military law and civilian law.

Those individuals who come under the jurisdiction of the UCMJ are limited by the status of the individual at the time the military crime was committed. Therefore, active duty soldiers are subject to the UCMJ at all times, on and off post. Reserve Component soldiers are subject to military law when in Federal service. Civilians may be subject to military law when serving with or accompanying an armed force "in time of war." The US Supreme Court ruled "in time of war" to mean a congressionally declared war, not contingency operations such as in Southwest Asia or Somalia.

ADMINISTRATIVE

Civilian employees are subject to the chain of command and to normal administrative disciplinary procedures. Disciplinary procedures are the responsibility of the on-site supervisor. In cases requiring suspension or dismissal, the disciplinary procedures may occur at the home station.

Appendix E
Logistics Civil Augmentation Program

US Armed Forces use of contractors to provide supplies and services during both peacetime and contingencies dates back to the Revolutionary War. Today, a program exists to pre-plan for the effective use of civilian contractors in wartime and other contingencies to augment US forces and support DOD missions. The program is known as the Logistics Civil Augmentation Program (LOGCAP). AR 700-137 outlines the program for the Army, for which the Deputy Chief of Staff for Logistics is the proponent.

The Army continually seeks to increase its combat potential within peacetime resource allocations. This requires augmentation support from external resources. To achieve the maximum augmentation potential, support from as many sources as possible is necessary. HNS is one method of support obtained through Government to Government negotiations (see Annex B to Appendix E for more discussion on HNS). LOGCAP provides another augmentation support alternative by capitalizing on the civilian sector in both CONUS and overseas locations. To meet identified logistics, engineering, and construction services requirements, the CINC/ASCC will consider the use of the following sources (normally in this order), based on availability and other factors:

- Organic Support
  - Active Component.
  - Reserve Component.
  - Other Services.
- Coalition/HNS
  - International forces.
  - Ministry of Defense (MOD).
  - Other Goverment or commercial sources (in-theater contingency contracting).
- LOGCAP
  - Pre-planned contingency contracts awarded or contingency clauses in peacetime contracts.
  - USAMC Support Contract.

During a contingency, the CINC/ASCC normally establishes an acquisition review board to determine the optimum means for satisfying CS/CSS requirements based on criticality, timeliness, quality, administration effort, and cost.

LOGCAP is a Department of the Army capstone program that includes all pre-planned logistics and engineering construction-oriented contingency contracts actually awarded and peacetime contracts that include contingency clauses. Pre-planned weapon system sustainment contracts, ASCC contingency contracts, and the USAMC Support Contract are prime examples of augmentation contracts that fall under the auspices of the LOGCAP capstone program.

The fundamental goals of LOGCAP are to:

- Plan during peacetime for the effective use of contractor support in a contingency or crisis.
- Leverage global/regional corporate resources as facility and logistic services support multipliers.

– Provide an alternative augmentation capability to meet facility and logistics services shortfalls.

– Provide a quick reaction to contingency or crisis requirements.

LOGCAP is primarily for use in areas where no multilateral or bilateral agreements or treaties exist. However, LOGCAP is applicable to areas with formal HNS agreements where contractors are involved or where peacetime support contracts exist. Nothing prohibits using LOGCAP in CONUS. However, preferable alternatives are usually available. LOGCAP does not replace force structure; it is an alternative augmentation capability. The Army intends to use LOGCAP when contractor support must be an effective, expeditious, or cost effective method to augment organic planning and CS/CSS capabilities in support of DOD missions.

The USAMC Support Contract is one of the many contingency contracts that fall under the auspices of the LOG CAP capstone program. This is an umbrella contract that focuses on prioritized peacetime contingency planning for augmenting logistics and engineering/construction services as determined by the CINCs/ASCCs. This contract calls for a commercial vendor(s) to prepare contingency management plans based on specific CINC/ASCC pre-identified requirements. It provides expeditious logistics and engineering/construction augmentation support upon deployment with reasonable assurance of success and within reasonable cost. The contract includes the capability to adjust and respond to changing requirements. It also serves to reduce potential contingency problems identified in peacetime planning such as language, customs, geographic conditions, and infrastructure constraints. Finally, it provides an alternative contract augmentation capability to meet facility and logistics services shortfalls and provides a quick reaction to contingency or crisis requirements.

The support contract focuses on base/logistics camp construction, base/logistics camp operations, and field services. However, it also includes traditional logistics functions such as weapon system maintenance, materiel management, transportation, and port operations. It further complements/supplements existing weapon system sustainment and ASCC contingency contracts. This gives the CINCs/ASCCs a comprehensive CS/CSS augmentation capability to source sustainment requirements.

The USAMC Support Contract calls for the contractor to provide a generic capability plan for initiating specified logistics, construction, and engineering support. Contractors must support up to 20,000 troops arriving through APODs/SPODs in five base camps (one rear, four forward) for up to 180 days. Fifteen days after notification, the contractor must receive and provide support for up to 1,300 troops a day. The contract provides an initial augmentation capability in support of deployed forces during any worldwide contingency for up to 180 days. Although the support contract should not function as the contracting vehicle for long-term sustainment, the contractor must also prepare to extend operations beyond 180 days for up to 50,000 troops.

The USAMC Support Contract calls for other contingency planning deliverables. These deliverables may include developing or revising worldwide, regional, or country specific plans; preparing special reports and/or studies as requested by the CINCs/ASCCs in support of a specific OPLAN; or supporting any military or non-military plan. The program manager (PM) (USAMC DCSLOG/OPS) will prioritize contractor workload. These deliverables will include details on how the contractor will execute the identified augmentation requirements in support of the specific OPLAN. This includes, but is not limited to, resources required, possible acquisition sources (both internal and external theater acquisition sources),

estimated cost/cost controls, timelines, and quality control.

The USAMC DCSLOG/OPS is the proponent for the USAMC Support Contract and directs both the planning and execution functions through the Foundation LSE. The LSE functions in the LOGCAP are to:

- Advise the CINC/ASCCTSC and appropriate staff on alternate means to satisfy CS/CSS requirements.

- Promulgate and proliferate knowledge and information regarding LOGCAP capabilities and specifically to include the USAMC Support Contract as the umbrella contract under the LOGCAP capstone program.

- Provide a single focal point in theater responsible for the central oversight management of the USAMC Support Contract.

- Deploy and provide the core structure for centralized USAMC Support Contract execution oversight.

As the in-theater focal point for LOGCAP, the LSE commander supervises the planning and execution of LOGCAP and the USAMC Support Contract for a contingency. Unless otherwise specified, when the term LOGCAP is subsequently used in this FM, it refers to the USAMC Support Contract.

PLANNING

CINCs/ASCCs must review OPLANs and program requirements and determine which requirements and CS/CSS functions (services) can be accomplished by contract. They must then rank contract requirements and develop an advanced acquisition plan to incorporate contractor augmentation support into OPLANs. All aspects of contractor involvement provided under LOG CAP must be reflected in OPLANs. Contractor involvement must be in sufficient detail to permit rapid integration of contractor support when required. These OPLANs should address topics such as locations, support requirements, contractor mobilization periods, liaison requirements, etc.

In concert with the in-theater USAMC LSE planners, the CINC/ASCC/TSC logistics/operations planners (J4/DCSLOG) will identify potential requirements for LOGCAP augmentation in support of their existing OPLANs. These planners will seek the advice and assistance of the Deputy Chief of Staff, Engineer (DCSENG) planners concerning construction/engineering services. In addition, these planners will include the contractor in the joint planning process and ensure that all parties fully understand contractor roles and responsibilities. The planners will incorporate the identified requirements into each existing OPLAN requiring LOGCAP augmentation support. In identifying the requirements, planners must specify in as much detail as possible particulars such as standards, timelines, and affordability.

The PM (USAMC DCSLOG/OPS) will facilitate the planning for LOGCAP through the USAMC staff and LSE planners. The PM will prioritize the CINC/ASCC requirements for both developed and revised contractor plans (deliverables) based on the available annual funding provided in the MDEP. The PM will help develop and revise these plans by coordinating contractor efforts through the applicable LSE for the requesting CINC/ASCC.

USAMC assigns a minimum of four logistics planners to each of the Foundation LSEs. These planners are responsible for:

- Developing USAMC contingency support" plans for all supported CINC/ASCC OPLANs.

- Advising the CINC/ASCC/TSC planners on LOGCAP, specifically concerning USAMC Support Contract capabilities.

- Incorporating USAMC LOGCAP capabilities into OPLANs.

- Coordinating the exercising of contractor developed plans in FTXs and CPXs.

For construction and engineering service expertise regarding LOGCAP, they will coordinate with and rely on the applicable theater US Army Corps of Engineers (USACE) element planners. The planners will ask for technical advice and assistance from the theater Defense Contracting Management District-International (DCMD-I) on contract administration services (CAS). This will include expertise in such planning areas as contract administration, quality control and assurance, and property accountability.

The USAMC LSE planners will coordinate with the CINC/ASCC LOGCAP proponent to include required contractor personnel into all approved OPLAN TPFDDs and SOFAS. The planners will notify applicable embassy staffs on the potential use of LOG CAP augmentation.

EXECUTION

When an event requires LOGCAP support, the CINC/ASCC will formally identify LOGCAP requirements via a SOW as a contract line item number (CLIN) to the existing USAMC Support Contract. The contractor will provide a rough order of magnitude (ROM) cost estimate to perform the requirements in the SOW. USAMC then executes in-theater program and contract management through the applicable LSE commander and his staff. The LSE commander functions as the central focal point to the customer for LOGCAP planning and execution in-theater. He also provides current status of LOGCAP initiatives and actions to the CINC/ASCC/TSC. The LSE is normally assigned or attached to the TSC.

The LSE commander's mission of enhancing readiness through projecting logistics power complements his role as the central focal point to the customer for LOGCAP. This allows him to advise and assist the CINC/ASCC on other alternative logistics augmentation capabilities vice solely LOGCAP.

The LSE commander will sit as a voting member on the in-theater Acquisition Review Board and advise the board on alternative methods for satisfying high-dollar logistics/construction requirements. The J4/G4/DCSLOG chairs the board. Other members may include representatives from the TSC, US Liaison Office to MOD, HNS, USACE, RM, Contracting Activity, other Services/agencies, and DLA. The board prioritizes requirements and allocates workload to Active/Reserve units, MOD/HNS, LOGCAP, or other commercial sources based on criticality, timeliness, quality, administrative effort, and cost.

The LSE commander will develop a direct working relationship with the in-theater USACE element commander and rely on him and his staff's expertise on construction/engineering services regarding LOGCAP.

The LSE commander provides coordinating authority over an oversight team called Team LOGCAP. This team consists of LSE planners. These planners coordinate with the in-theater USACE element planners for engineering/construction services, advice, and assistance; with the DCMD-I element planner for CAS; with the contract ACO(s); and with contract teams at the base camps. These contact teams consist of USAMC logistics experts, USACE engineer experts, and DCMD-I contract administration/quality experts who function as the conduit between the customers and the contractor to ensure proper articulation of and compliance with the requirements. Both the ACOs and these contact teams are predesignated augmenters who deploy to the LSE as part of Team LOGCAP during a LOGCAP execution.

Team LOGCAP's mission is to provide a central management structure and conduit of information for ensuring the smooth execution of LOGCAP requirements. It is a selectively manned, equipped, and trained team. It prepares to deploy worldwide in support of any contingency requiring LOGCAP capabilities. The team can:

- Advise the requiring activity on LOGCAP capabilities.
- Integrate LOGCAP augmentation capabilities into the deployed force structure to meet METT-T requirements.
- Assist the customer in articulating approved logistics/construction requirements to the contractor.
- Ensure compliance and facilitate the teaming of the customer and contractor to accomplish the mission.

Normally, for a single contingency, the team will consist of 30 personnel. This includes the LSE commander, his four logistics planners, four in-theater USACE planners, four in-theater DCMD-I planners, two ACOs, five USAMC logistics experts, five USACE engineer experts, and five DCMD-I quality experts.

The LSE commander and his four logistics planners will come from the Foundation LSE, which habitually supports the CINC/ASCC. These five individuals are the core of Team LOGCAP. They are key for planning and executing LOGCAP during a contingency event. The four in-theater USACE element planners deploy as part of the forward USACE element. They continue to provide engineering expertise during deployment IAW with the USACE mission concerning DOD construction agent responsibilities.

The four in-theater DCMD-I element planners, who provide the LSE commander with peacetime support, deploy as part of the CAS team. They continue to provide this same service during deployment.

The KO will designate the ACOs. The ACOs will come from either USAMC, USACE, CINC/ASCC/TSC, or DCMD-I personnel. The individuals appointed are identified by name, trained on LOG CAP services, POM'd, and prepared for deployment. The KO issues each ACO an authorization document clearly articulating his responsibilities, authorizations, and limitations. Certain scenarios may call for only one ACO.

The five USAMC logistics experts function as team leaders for the contract team at each base camp (one per base camp). If more than five base camps are established, USAMC may assign more than one base camp to a given expert on a regional/geographic basis. These individuals will:

- Function as the LSE commander's central coordination focal point at the assigned base camp for LOG CAP execution during an event.
- Advise the base camp commander, mayor, or appointed staff element on LOGCAP capabilities and coordinate all LOGCAP requirements.
- Identifying alternatives other than LOGCAP to meet pending requirements.
- Facilitate the teaming of the customer and contractor to ensure compliance with articulated requirements and accomplishment of the mission.
- Perform quality assurance on LOGCAP contractor performed logistics services, in-conjunction with the senior logistics command located at the base camp.
- Perform COR duties if so delegated by the KO.

The five USACE engineer experts will co-locate with the USAMC logistics expert (one per base camp) at an assigned base camp as part of the Team LOGCAP contact team. If more than five base camps, the USAMC LSE commander, in full coordination with the USACE forward element commander, may assign more than one base camp to a given expert on a regional/geographic basis. These individuals will:

- Advise the base camp commander, mayor, or appointed staff element on construction/engineering LOGCAP capabilities and coordinate' technical construction/engineering LOGCAP requirements.

- Perform quality assurance on LOGCAP contractor performed construction and engineering services, in-conjunction with the senior Engineering command located at the base camp.

- Facilitate the teaming of the customer and contractor to ensure compliance with construction/engineering requirements and accomplishment of the mission.

- Function as the field "eyes and ears" of the USACE forward element commander in performing their DOD construction agent responsibilities.

The five DCMD-I contract quality experts will co-locate with the USAMC logistics and USACE engineer experts (one each per base camp) at an assigned base camp as part of the Team LOGCAP Contact Team. If more than five base camps, the USAMC LSE commander may assign more than one base camp to a given expert on a regional/geographic basis. These individuals:

- Provide contract administration, and quality control/assurance services to ensure that requirements identified and performed are in compliance with the terms of the contract.

- Advise the USAMC logistics expert, ACO, and customer of aberrations or non-compliance; and make recommendations for resolving problems.

One of these individuals is a property expert, who will:

- Ensure the contractor is complying with the required property control plan as identified in the SOW.

- Advise the requiring activity and the USAMC LSE commander on problems and recommendations for resolution.

- Assist the PM and his property expert by advising the requiring activity and USAMC LSE commander on accountability and disposition procedures.

- Assist the ACO and LSE commander in tracking government furnished equipment (GFE)/government furnished materiel (GFM) and contractor purchased equipment and materiel.

The CINC/ASCC/TSC and staff are responsible for:

- Providing security for Team LOGCAP and LOGCAP contractors.

- Assisting in resolving diplomatic/political problems such as entry visas, tax assessments, SOFA agreements, etc.

- Including Team LOGCAP and contractors in all applicable TPFDDs.

- Funding LOGCAP contract execution during an event.

- Assigning a central LOGCAP POC at each contract site.

- Establishing an Acquisition Review Board.

- Participating in the Award Fee Board/Contract Performance Evaluation Board.

- Educating and advising senior leadership on capabilities and statuses of LOGCAP contractor efforts.

The contractor(s) will deploy and provide immediate coordination for follow-on support during an approved LOGCAP contract event. He will provide a ROM cost estimate to perform the requirements in the SOW. If requirements in the SOW stay relatively close to the previously identified plan, the ROM should be fairly well developed and understood. The contractor will:

- Back-brief the requesting command on its ROM and plan to execute the requirements in the SOW.

- Mobilize and provide requested approved support within contractual timelines.

- Develop and maintain a property control plan that will ultimately transition to the requiring activity all GFE/GFM and purchased equipment/materiel.

Provide the proper level of leadership at all levels to give appropriate guidance, information status, and attention to executing the requirements identified and resolving potential problems.

SUMMARY

LOGCAP is an Army program that includes all pre-planned logistics and engineering construction-oriented contingency contracts actually awarded and peacetime contracts that include contingency clauses. LOGCAP is a tool that provides field commanders an alternative augmentation source for filling CS/CSS shortfalls by using contractor expertise and resources when other sources are unavailable. The USAMC Support Contract is one of the many contingency contracts that fall under the auspices of the LOG CAP capstone program. It is an umbrella contract that focuses on prioritizing peacetime contingency planning for augmentating logistics and engineering/construction services as pre-determined by a CINC/ASCC. It calls for a commercial vendor to prepare contingency management plans. These plans support specific CINC/ASCC pre-identified requirements. They provide expeditious logistics and engineering/construction augmentation support upon deployment with reasonable assurance of success and within reasonable cost. The LSE heads up Team LOGCAP. The LSE provides a single focal point in-theater for centrally managing LOGCAP during planning and execution. Other members of Team LOGCAP include representatives from DCMD-I and USACE. The LSE also advises the CINC/ASCC/TSC on alternate means to satisfy CS/CSS requirements and promulgates and proliferates knowledge and information regarding LOGCAP capabilities.

Annex A to Appendix E
Principles of Contingency Contracting

Forward Impetus - The impetus of contingency contracting support is from the rear forward. This frees forward commanders from most details of contracting without impairing contract support.

Mobility - Contracting goods and services as far forward as possible helps keep forces strategically, operationally, and tactically mobile. The more forward contracted goods and services are delivered, the more operational reach a customer is afforded.

Economy - Forces should obtain the highest quality goods and services at the least expensive means, consistent with mission exigency. They should pursue economics of scale in concert with all US forces, other governmental agencies, nongovernmental agencies, host nations, and allies; and strictly account for government resources as best as the mission environment allows.

Feasibility - Contracting plans are subject to the capabilities of the economies in which the goods and services will be contracted. Understanding requirements in the planning stages will determine forward-looking commercial sourcing and foreign industrial base analysis.

Flexibility - Contingency contracting organization, training, policies, and procedures must address support to the full spectrum of military operations, planned or executed.

Continuity - Improving contingency contracting organization, training, policies, and procedures should be a continuous process in peacetime and when preparing for war. Continuity in contingency contracting support includes a seamless system from requirements inception, through pre-award, award, and post-award management, to contract close-out. Continuity of experience in contingency contracting provides the basis for the continuation or modification of an old policy or for the introduction of a new one. Continuity also applies in transferring contracted support over to a multinational or United Nations command.

Timeliness - Contracting must be conducted with deliberate speed, but avoid the hastiness that contributes to confusion, inter-agency/inter-Service competition, and violation of public law, rules, regulations, and policy. On the other hand, the untimeliness of contingency-contracted goods and services should never contribute to the delay of military operations and mission accomplishment.

Responsibility - Every contingency contracting and contracted activity must be the clear responsibility of someone, and each person must be responsible to someone for performance. In the absence of instructions to the contrary, local commanders assume responsibility for all contract actions within their respective areas.

Unity of Command - Contingency contracting is a function of command and as such, control of its use should be under a single authority, identical to the command authority.

Information - Accurate, up-to-date information is vital to effective contingency contracting support. Visibility of in-process contracted goods and services is as important as having them physically present.

Quality - Quality assurance at every step in the contracting process is essential. While improvement should be a constant quest, change for the sake of change, with no significant improvement in quality, is a serious drain on the customer, the contracting agency, and the contractor. After action

reviews and lessons learned are essential ingredients to the quality process.

Simplicity - In contingency contracting, the simplest instrument is most likely to be of greatest utility in application. Training, organizing, and equipping those who must provide contingency contracting services must be as simple as possible. Administering contingency contracts must facilitate understanding and overall effectiveness.

Security - Security for contracted support of military operations should receive equal consideration as for military combat service support forces.

Annex B to Appendix E
Host Nation Support

The use of HNS enhances the capability of US Forces to maintain successful combat operations on any battlefield. In many areas of the world, HNS is a requirement since at echelon above the corps the rear area is friendly HN sovereign territory that the US supports. However, in Third World nations, HNS may not be a viable alternative for support.

HNS includes civilian and military support services furnished by the HN to forces stationed on HN territory in times of peace, conflict, and war. HNS helps satisfy US manpower, equipment, facility, and supply requirements. It is the preferred method of meeting unsatisfied military requirements. In times of crisis, using HNS helps reduce the time required for deployment and fielding of US reinforcing units.

The two categories of HNS are explained below.

- Direct HNS consists of HN military or paramilitary units organized similarly to US type units. This HNS relates to comparable US organizations and capabilities.

- Indirect wartime HNS refers to support that is anticipated based on agreements with the host country.

HN personnel and organizations can perform many functions as well as, or better than, US personnel or units because of their familiarly with the language, local customs, terrain, transportation and communications networks, facilities, and equipment. HNS requirements and capabilities vary based on the wartime requirements of the HN itself. Only by the availability of resources and the ability of the US and HN to reach agreements concerning their use limit the scope of HNS.

Implementation of HNS plans will be based on capabilities, reciprocal arrangements, national policy, and international law pursuant to DOD Directive 5100.69 and AR 570-9. The use of local resources, consistent with international law and US policies with respect to local economic conditions, may be essential to support US military, economic, and political objectives. To reduce the chance of civilian resistance or hostility, military forces should be properly alerted to the importance of avoiding illegal destruction of property and the exploitation of the civilian population. Prescribed acquisition procedures will be followed at all times.

Appendix F
Guide to Army War Reserve Operations

This appendix, and attached annexes, provides information concerning the OPP; site preparation and area management; and preparation, maintenance, and transfer of AWR equipment.

Annex A to Appendix F
Off-load Preparation Party

PURPOSE

The OPP facilitates the discharge, processing, and transfer of APA equipment and materiel. USAMC SOP and APA battlebooks outline OPP tasks.

OPP operations, as well as APA discharges, are a subset of RSOI within the AOR. RSOI operations and doctrine focus on the efficient and effective introduction of combat forces into a theater of operations. The goal is to integrate the combat forces within the TAA as rapidly and effectively as possible. The success of this process is key and essential to force projection.

COMPOSITION

Assignment of the OPP depends on the type of vessel and the cargo it carries. Composition of the OPP depends upon the condition of the equipment on-board the ship, USAMC provides overall C2 for the OPP. It will ensure OPP personnel receive briefings and training regarding procedures and operational requirements to insure the success of the OPP. The OPP personnel are comprised of USAMC government and contractor personnel which may be a mix of on-board contractor personnel who are assigned to the respective vessels, personnel assigned to an USAMC "Tiger Team," other USAMC contractor personnel, and an USAMC OPP OIC. A representative of MTMC and/or the port operator, a USAMMA representative, and others may join the OPP based on METT-T. (Generally, the receiving brigade will provide advance party representatives.)

OPERATIONS

Once on board the vessel, the OPP will coordinate with the ships's master for specific guidance regarding authorized operations aboard the vessel. OPP operations will include (not in order of precedence):

- Annotating equipment shortcomings.
- Validating equipment onboard and condition for the port operator and the CDR, USAMC LSE.
- Correcting maintenance problems where possible.
- Annotating log and weapon books availability of each vehicle, as required.
- Maintaining and providing readiness information.

USAMC OPP SOP and APA battlebooks contain more detailed descriptions of these tasks.

The port operator is responsible for discharge of the vessel. In order to avoid interfering with ship discharge, OPP functions and discharge operations begin at portside. Upon completion of OPP functions, USAMC personnel not permanently assigned to the APA vessel then transition to the C2 of the USAMC LSE ashore. Other units' personnel who assist the OPP will revert to their respective parent organizations as a de facto advance party element and will provide logistics intelligence to the respective organizations regarding the equipment status and problems impacting discharge and receipt as appropriate.

RESPONSIBILITIES

USAMC will:

- Coordinate for strategic lift and movement of personnel from the APOD to the

ship(s).

- Coordinate to ensure ship-to-shore and ship-to-ship communications and data transfer.

Have a representative with the port operator for accountability purposes.

USAMMA will:

- Coordinate for strategic lift and movement of personnel from the APOD to the ship(s).

- Have a representative with the port operator for accountability purposes.

Annex B to Appendix F
Site Preparation and Area Management

The LSE AWR Team advance party is responsible for preparing the Hand-off Staging Area. The advance party is consists of team leader/OIC, each section chief, the LSE contracting officer, the LSE real estate specialist, and other LSE personnel required to make necessary arrangements for acquiring and establishing the AWR Hand-off Staging Area. Responsibilities include:

- Conducting site survey and selecting:
  - Initial holding area.
  - Configuration area.
  - Maintenance area.
  - Unit set configuration area.
  - Temporary storage site for unissued and excess stock.
  - LSE AWR forward maintenance section repair facilities.
- Coordinating Hand-off Staging Area plans with the TSC. Coordination may include direct contact with port operations personnel (MTMC or CTG) for APA operations.
- Establishing a traffic management plan (time permitting) for the movement of AWR materiel through, in, and around the LSE AWR Hand-off Staging Area in order to minimize confusion during movement of AWR equipment. This can be accomplished by using signs, colored barrels, or other materiel useful for traffic control purposes.
- Accomplishing necessary coordination for establishing site and equipment security.

Annex C to Appendix F
Preparation for Hand-Off

The LSE MSB, with assistance from the SMD, is responsible for preparing for the hand-off of AWR materiel. It also requires cooperation from recipient brigade personnel. Generally, the LSE MSB will accomplish Preparation for Hand-off activities at AWR facilities, pier-side for APA, or at the initial holding area where issued AWR stocks are stored/delivered. Actions to be accomplished are below.

- Scan all rolling stock and containers as they are moved from AWR facilities or APA vessels.

- Remove all nested equipment from rolling stock in the holding area, and account for the nested cargo using bar code scanners.

- Perform initial quality assurance checks to include:

  – Asset documentation.

  – Combat technical inspections.

  – Maintenance repairs if they can be completed in fifteen minutes or less.

  – Availability of repair parts in the LSE AWR Class IX pack or on the on-ordered list provided by HQ IOC.

- Ensure all pre-order Class IX stocks requisitioned by the AWR maintenance personnel are available.

- Remove preservation and packing materiel.

- Move equipment to the configuration area in order to:

  – Install weapons and communications equipment.

  – Load BII.

  – Load SKO.

- Provide copy of hand receipts to the unit commander or designated property accountability officer of the recipient brigade so that a concurrent inventory can be accomplished.

- Move equipment to the Maintenance Area.

Annex D to Appendix F
Maintenance Phase

The LSE Staging Section is responsible for actions during this phase. Maintenance of equipment begins when the first piece of equipment is issued/off-loaded and moved through configuration. Maintenance consists of preventive maintenance and services, organization, and DS. However, the successful and timely hand-off of the AWR stock to the recipient brigade will preclude any extensive maintenance activity at AWR sites. The concept requires the continued movement of AWR stock through the hand-off staging area to avoid any bottlenecks throughout the hand-off process. The following rules apply:

If equipment is repairable within 30 to 60 minutes using general mechanics tools, the Staging Team or any predesignated LSE Repair Team from the Maintenance Section should make the repairs.

Maintenance personnel should nest individual pieces of equipment requiring more than one hour repair time with the necessary repair part(s) and DA Forms 2404 and 2407, as required. If the part is not available, the LSE team member should request the LSE Supply Section parts expediter to requisition the part under priority 01, using the designated project code and the LSE's Class IX DODAAC.

- If the item can move under its own power and the deficiencies are not a deadlining defect, move it to the Unit Set Configuration Area for hand-off to the unit -- actual repair of these items will be performed after hand-off to the unit.

- For items that cannot move under their own power, the LSE will pull them off-line, prepare work orders for repair, and move them to the LSE Forward Repair Maintenance Section.

- The LSE should prepare work orders for items with deadlining defects and move them to the LSE Forward Maintenance facility for immediate repair.

Maintenance area layout. The LSE will segregate equipment by commodity groups such as track vehicles, wheeled vehicles, power generation/reverse osmosis water purification unit (ROWPU), commo/radar, and other. The LSE Staging Section will provide overall management and coordination of activities within the Maintenance Area.

Operators provided by the recipient brigade conduct preventive maintenance and services, annotates shortcomings and deficiencies on DA Form 2404, and request assistance if necessary. The equipment specialist from the LSE Supply Support Section, augmented by the Property Accountability Section, and other LSE personnel, as required, will assist the recipient brigade commander and transfer property accountability within this area. Actions to be performed in the Unit Set Configuration Area are as follows:

- Organize equipment into unit sets (Detachment, Company, etc.)

- Unit commander signs for equipment (including items on work orders).

- Accomplish all boresighting and Armor Accuracy Checks with assistance from LSE.

Annex E to Appendix F
LSE AWR Team Transition

LSE Hand-off Team assumes responsibility for establishing USAMC LSE Maintenance Repair activities and/or depot. However, during the Staging and Hand-off phases, the LSE Maintenance Section will establish initial DS plus maintenance capabilities to repair all the deficiencies identified during the Maintenance Phase. The Maintenance Section Chief is responsible for identifying necessary facilities and equipment (DMPE, DSS Pack, etc.).

The LSE Maintenance Section is responsible for repairing all of the AWR stock remaining from the Maintenance Phase of the hand-off process. Preferably, this will occur in concert with the staging/handoff process. However, immediate induction is recommended if the required repair can be accomplished within six hours and prior to the transfer of accountability to the unit. Immediate induction is also recommended if the item to be repaired was not repaired, and it would result in bringing the unit below the required quantity less unit float. All other repairs should be scheduled according to the priorities of the unit commander or designated maintenance officer.

The Maintenance Section assists the Deployed Direct Support Unit in performing critical and necessary maintenance on all AWR stock. It also provides backup maintenance capabilities to the JTF as directed through the LSE commander on the ground.

TRANSFER OF AWR OWNERSHIP. For Class VII major end items, the LSE will transfer ownership of AWR stock via hand receipt to the recipient brigade units. The LSE Property Accountability Section will scan and store on disk information concerning the equipment to be transferred. This section provides the gaining commander a copy of the disc and a printout. The unit commander will sign for the equipment following arrangement of equipment in unit sets after the Maintenance Phase. The Team Chief will also provide a copy of the disc to the LOGSA CBS-X Team for immediate update of CBS-X and transfer back to HQ IOC. The signed copy of the hand receipt will serve as the voucher for posting receipts from the unit by the USAMC NICP Accountable Officer. The LSE LOGSA CBS-X is responsible for assisting the gaining units Property Book representative in updating unit property records.

The gaining unit will unload Class V at its ammunition storage or support facility where the LSE AST Section will prepare it for issue. The LSE AST will transfer the accountability of ammo from the NICP to the units designated accountable officer. The AST will have duplicate accountable records and will provide QASAS support. The AST will coordinate the transfer of ownership with the accountable officer and provide a printout (in duplicate) and a TACCS-E SAAS-4 computer disc accounting for all Class V assets being transferred. The gaining unit's accountable officer will sign one copy of the printout and return it to the NICP for its document support files which will in-turn update the NICP's Stock Record Account.

For Class VIII. Class VIII will move to the Medical supply holding area per the direction of the USAMMA representative.

Appendix G
LSE Situation Report

The SITREP summarizes significant actions and challenges facing the LSE commander. The LSE usually submits the SITREP daily unless otherwise specified. The SITREP describes critical operational, military, and political conditions which affect USAMC mission readiness and ability to fill the requirements of military plans. It does not duplicate other reports but summarizes all important actions and references other reports for full details.

The SITREP should not request required or desired actions except to call personnel forward. The LSE prepares separate messages and sends them to LSE Rear and the USAMC staff for this purpose, even if the LSE previously identified the problem or shortcoming in the LSE SITREP. Only in cases of extreme urgency should the LSE use the SITREP for requesting specific actions.

HQ USAMC establishes a daily reporting time for submitting SITREPs. The LSE will electronically transmit the SITREP with an immediate precedence, Addresses for the SITREP are: HQ, USAMC//AMCOC-LG-R (AMCOC when activated), Alexandria, Virginia; LSE Rear, Redstone Arsenal, Alabama; and information copies (as appropriate) to the ASCC and TSC. LSE CONUS should send a copy to HQ, FORSCOM G4, Fort McPherson, Georgia. LSE Europe should send an information copy to HQ USAREUR, DCSLOG, Heidelberg, Germany,

The LSE will prepare SITREPs in Joint Interoperability of Tactical Command and Control System (JINTACCS) format. It must adhere to the format exactly. Use all capitalized letters, words, phrases, and acronyms as used in the example and each section ends with a double slash ("//").

Annex A to Appendix G
Sample LSE Situation Report

(Bold print indicates the format)

TO: CDR, USAMC, ALEX, VA // AMCOC-LG-R
CDR, LSE REAR REDSTONE, AL

INFO: CDR, LSE EUROPE, SECKENHIEM, GE
CDR, 3D ARMY
CDR, 345TH TAACOM
MGR, NATIONAL SUSTAINMENT MAINTENANCE

FROM: CDR, LSE NORTH, KUWAIT

(CLASSIFICATION) (ENTER SECURITY CLASSIFICATION IAW INSTRUCTIONS)

OPER/FORCE DEPLOYMENT

MSGID/SITREP/ 2102014

REF//

AMPN/A. (CLASSIFICATION) DEPLOYMENT ORDER 96-1, HQ, USAMC

PERID/ 0900 / 0900 / /

HEADING/ENEMY//
ACTS OF SABOTAGE IN THE THEATER OVER THE LAST 24 HOURS RESULTED IN 18 ALLIED WIA (4 US ARMY, 0 USAMCI, ONE AIR ATTACK VIC ALLIED LOG BASE IN PORT RESULTED IN DESTRUCTION OF 26 CONTAINERS OF CLASS II, IV, AND IX AND EXTENSIVE AREA DAMAGE TO 24ID VEH HOLDING AREA NEAR LSE HQ, EST UP TO 35 WHEELED VEH DESTROYED AND 15 TO 25 WITH MINOR DAMAGE, LAP REP ON SCENE WILL PROVIDE DETAILED REPORT TO LSE WITHIN NEXT 8 HOURS.

HEADING/OWN SITUATION//

AMPN/A. (CLASSIFICATION)INTELLIGENCE SITUATION: THEATER EXPECTS ENEMY AIR AND MISSILE THREAT TO REAR AREA TO ABATE BY END OF FEB. NO EVIDENCE OF NBC THREAT THUS FAR.

B. (CLASSIFICATION) OPERATIONS: DEPLOYMENT OF LSE NOW AT 85% OF REQUIREMENT WITH CLOSURE EXPECTED AT D + 34. NEW FRA FROM CECOM OPERATIONAL EFFECTIVE 28 FEB AT (GRID COORD) 2 KM EAST OF THEATER DISTRIBUTION HUB. LAP PROGRAM CONTINUES TO RECEIVE COMPLIMENTS ON QUICK RESOLUTION TO CH 47D PROBLEMS. CLASS V IS OTHER MISSION AREA RECEIVING CONSIDERABLE ATTENTION FROM THEATER LOGISTICS COMMANDERS. FORECASTED DOUBLING OF THE AMMUNITION TONNAGE OVER NEXT 30 DAYS WILL IMPACT LSE QASAS STAFFING. WILL DISCUSS IN TODAY'S VIDEO CONFERENCE WITH IOC AND LSE REAR.

C. (CLASSIFICATION) COMMUNICATIONS/ELECTRONICS/ADP/INFORMATION MANAGEMENT: CONNECTIVITY TO ALL LSE DIV, FRA, LNO, AND LAP MEMBERS WITH THEIR UNITS IS GREEN. INMARSAT CAPABILITY NEEDS TO BE ON LINE UNTIL THEATER ALLOCATES ONE MORE SATCOM TO LSE ON 31 MAR. LOGISTICS ANCHOR DESK ON LINE HAS HELPED WITH SIMULATIONS IN RETROGRADE PLANNING, WILL NEED TO HAVE MR. KEE WORK TWO NEW ALTERNATIVES RELATING TO RECONSTITUTION PHASE MAINTENANCE OF THE M911 TRUCK FLEET. SEE TODAY'S INFO REQUEST FOR SCENARIO.

D. (CLASSIFICATION) INSTALLATION STATUS: ALL USAMC ACTIVITIES NOW OPERATING FROM ACCEPTABLE FACILITIES. NO ISSUES IN EITHER LIFE OR BASE SUPPORT REMAIN OPEN. BULK OF BASE SUPPORT NOW FROM LOGCAP.

E. (CLASSIFICATION) TRANSPORTATION: AMC INTERNAL FLEET NOW AT 28 LIGHT CARGO TRUCKS, 6 MED CARGO TRUCKS, AND 25 VANS. THEATER TRANSPORTATION SYSTEM (PORTS, LOC, AND MODES) ARE GREEN DESPITE RECENT INCREASE IN ENEMY MISSILE AND AIRCRAFT ATTACKS. MOVEMENT OF LSE PERSONNEL IN REAR AREA NOT HAMPERED. LAP PERSONNEL IN THE CORPS MUST MOVE ONLY DURING PERIODS OF LIMITED VISIBILITY USING SPECIAL VISION AND NAVIGATION ASSISTANCE DEVICES.

F. (CLASSIFICATION) MEDICAL: HAVE VERIFIED ALL MEMBERS OF THE LSE ARE AWARE OF THE LOCATION OF THEIR NEAREST MILITARY MEDICAL TREATMENT FACILITY. HIGH PRODUCTION BY THE WATER SUPPLY BN IN THEATER IN RESPONSE TO SURGE IN REFUGEES AND POWs NOT CAUSING UNEXPECTED EQUIPMENT FAILURES.

G. (CLASSIFICATION) MOBILIZATION (ARRIVALS/DEPLOYMENTS): NONE SINCE LAST REPORT.

HEADING/ADMIN AND LOG//

CASUALTY/(KIA -NONE)/(**WIA** -NONE) /(**MIA** -NONE) / **(NON COMBAT WOUNDED-** TWO IN THIS REPORTING PERIOD: JONES, WILLIAM, E, TMDE CO, ACCIDENT AT THE WORK SITE. BROKEN PELVIS. EVACUATED TO HN TREATMENT. SECOND INJURY WAS GS 12 MARSTON, SAM 0., ATCOM LAP REP WITH THE 12TH AVN BDE, TREATED FOR CUT TO ARM AND RETURNED TO DUTY.

AMPN/A. PERSONNEL STATUS REPORT

		MOBREG BASELINE	CURRENT ON-BOARD	DAILY GAIN	CUML GAIN	DAILY LOSS	CUML LOSS
TOTAL	OFF	16	10	0	16	0	0
	WO	7	7	0	7	0	0
	ENL	55	50	0	50	1	1
TOTAL	MIL	78	67	0	67	1	1
	CIV	325	300	0	300	9	9
TOTAL PERS		403	367	0	367	10	10

NINE CIVILIANS SHOWN AS LOSSES ARE FROM ANNISTON ARMY DEPOT. THEY COMPLETED AN MWO ON THE Ml SERIES TANK AND RETURNED TO CONUS SINCE LAST REPORT.

HEADING/COMMANDERS Evaluation//
AMPN/A. (CLASSIFICATION) READINESS OF CH-47D UP TO 78% FMC. THE AVIATION LOGISTICS ASSISTANCE TEAM COMPLETED MODIFICATION OF TRANSMISSION KITS. CONTINUING GROWTH IN ARMY AIRCRAFT NECESSITATING SEPARATE REQUEST CALL FORWARD ATCOM RESOURCES. WILL EXPLAIN WHY AND THE NUMBERS IN TODAY'S VIDEO CONFERENCE. SECOND TOPIC IS AWR FOR UN PROTECTION FORCE. HAVE SET UP FINAL COORDINATION MEETING FOR 28 FEB. WE WILL CONTACT MR. ESS FROM SECURITY ASSISTANCE AT HQ USAMC TO LET HIM KNOW.

DECL/ (ENTER DOWNGRADING INSTRUCTIONS

Glossary

A

AAL	additional authorization list
ACO	Administrative Contracting Officer
ACOM	Atlantic Command
ACUS	area common-user system
ADCON	administrative control
ADMRU	Aviation Depot Maintenance Roundout Unit
AFAR	Army Federal Acquisition Regulation
AFARS	Army FAR Supplement
AGCCS	Army Global Command and Control System
AIT	automated identification technology
ALAT	ATCOM logistics assistance team
ALOC	air line of communication
AO	area of operation
AOAP	Army Oil Analysis Program
AOG	aircraft-on-the-ground
AOR	area of responsibility
A PA	Army pre-positioned afloat
APOD	aerial ports of debarkation
ARC	American Red Cross
ARFOR	Army forces
ARNG	Army National Guard
ASCC	Army Service Component Commander
ASG	area support group
ASL	authorized stockage level
ASP	ammunition supply point
ASRP	Ammunition Stockpile Reliability Program
AST	ammunition support team
ATCOM	Aviation-Troop Command
ATLAT	Aviation and Troop Support Logistics Assistance Team
ATST	area TMDE support team
AVCRAD	Aviation Classification Repair Activity Depot
AVIM	aviation intermediate maintenance
AWOL	absent without leave
AWR	Army war reserve
AWRDS	Army war reserve deployment system

B

BDA	battle damage assessment
BDAR	battle damage assessment repair
BDU	battle dress uniforms
BII	basic issue items
BIREP	Battalion Inspection Readiness Exercise Program

C

C2	command and control
C41	command, control, communications, computers, and intelligence
CAISI	CSS automated information system interface
CAS	contract administrative service
CASCOM	Combined Arms Support Command
CBS-X	continuing balance system-expanded
CDE	chemical defensive equipment
CECOM	Communications-Electronics Command
CENTCOM	Central Command
CFSR	contractor field service representative
CHS	combat health support
CINC	Commander in Chief
CJCS	Chairman, Joint Chiefs of Staff
CLIN	contract line item number
CLS	contractor logistics support
COCOM	combatant commands
COEI	components of end items
COMMZ	communication zone
COMSEC	Communications Security
CONUS	continental United States
COOP	contingency of operations plan
COR	Contracting Officer's Representative
COSCOM	corps support command
COSIS	care of supplies in storage
COTR	Contracting Officer's Technical Representative
CPC	central processing center
CPO	civilian personnel office
CPX	command post exercise
CS	combat support
CSG	corps support group
CSP	contracting support plan
CSS	combat service support
CSSAMO	combat service support automation office
CSSCS	combat service support control system
CTG	composite transportation group
CZ	combat zone

D

DAAS	Defense Automated Address System
DCG	deputy commanding general
DCS	Defense Communication Service
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations
DCSPER	Deputy Chief of Staff for Personnel
DD	direct deposit
DDN	Defense Data Network
DFARS	DOD FAR Supplement

DIRLAUTH	direct liaison authorized
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMC	distribution management center
DOD	Department of Defense
DODAAC	Department of Defense activity address code
DOL	directorate of logistics
DPA	danger pay allowance
DRMO	Defense Reutilization and Marketing Officer

E

EAC	echelons above corps
EE	emergency essential
EFT	electronic funds transfer
EOC	emergency operating center
EPA	equipment processing area
EUCOM	European Command

F

FAR	Federal Acquisition Regulation
FAST	Field Assistance in Science and Technology
FCA	functional cost account
FEGLI	Federal Employees Group Life Insurance
FEMA	Federal Emergency Management Agency
FIRMR	Federal Information Resource Management Regulation
FLOT	forward line of own troops
FLSA	Fair Labor Standards Act
FM	field manual
FMC	fully mission capable
FORSCOM	Forces Command
FPD	foreign post differential
FTX	field training exercise

G

GAO	General Accounting Office
GFE	government furnished equipment
GFM	government furnished materiel
GG	gamma globulin
GS	general support
GSA	General Services Administration

H

HCA	head of contracting activity
HN	host nation
HNS	host nation support
HQDA	Headquarters, Department of the Army

I

IAW	in accordance with
IDP	imminent danger pay
IEW	intelligence electronic warfare
IG	immune globulin
IM	inter-muscle
IMA	individual mobilization augmentee
INMARSAT	International Maritime Satellite
IOC	Industrial Operation Command
IPD	issue priority designator
ISG	immune serum globulin
ISM	integrated sustainment maintenance
ISSA	interservice support agreement
ITV	in-transit visibility

J

JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JFC	joint force commander
JINTACCS	Joint Interoperability of Tactical Command and Control System
JTF	joint task force
JTR	Joint Travel Regulation

K

KO	contracting officer

L

LAN	local area network
LAO	logistics assistance office
LAP	Logistics Assistance Program
LAR	logistics assistance representative
LOC	line of communication
LOGCAP	Logistics Civilian Augmentation Program
LOGSA	Logistics Support Activity
LPT	logistics preparation of the theater
LRU	line replacement unit
LSE	Logistics Support Element
LSMM	local sustainment maintenance manager

M

MACE	mobilization ADMRU control element
MACOM	major Army commands
MCIP	military customs inspection point
MDEP	management decision evaluation package
MERF	missile equipment repair facility

METT-T	mission, enemy, terrain, troops, and time available
MHE	material handling equipment
MICOM	missile command
MIIC	major items information center
MILSTRIP	military standard requisition and issue procedures
MIMI	mission intensively managed item
MIPR	military interdepartmental purchase request
MLST	medical logistics support team
MMC	materiel management center
MMS	mast mounted sight
MOA	memorandum of agreement
MOD	Ministry of Defense
MOPES	Mobilization and Operations Planning and Execution
MOU	memorandum of understanding
MRC	major regional conflict
MRE	meal, ready to eat
MSB	mission support branch
MSC	major subordinate command
MSE	mobile subscriber equipment
MTMC	Military Traffic Management Command
MTOE	modified table of organization and equipment
MTT	mobile training team

N

NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NGO	nongovernmental organization
NICP	national inventory control point
NMCM	not mission capable maintenance
NMCS	not mission capable supply
NMP	National Maintenance Point
NSMM	National Sustainment Maintenance Manager
NTC	national training center

O

OCIE	organizational clothing and individual equipment
OCONUS	outside the continental United States
ODS	Operation Desert Storm
OO	ordering officer
OPCON	operation control
OPLAN	operations plan
OPM	Office of Personnel Management
OPORD	operations order
OPP	off-load preparation party
OPTEMPO	operating tempo
OPSEC	operations security
OPV	oral polio vaccine
OSA	Office of the Secretary of the Army

OSD	Office of the Secretary of Defense
OTV	oral typhoid vaccine

P

PACOM	Pacific Command
PANOREX	panoramic x-ray
PARC	principal assistant responsible for contracting
PCS	permanent change of station
PDR	personnel deployment roster
PLL	prescribed load list
PMCL	preventive maintenance checklist
PMCS	preventive maintenance checks and services
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oil, and lubricants
POM	preparation for overseas movement
Pow	prisoner of war
POWER PAC3	Power Projection for Army C3
PSS	personnel service support
PVO	private voluntary organization

Q

QASAS	quality assurance specialist, ammunition surveillance

R

RAA	redeployment assembly area
RDD	required delivery date
RM	resource management
ROM	rough order of magnitude
RORO	roll-on/roll-off
ROWPU	reverse osmosis water purification unit
RSC	regional support center
RSOI	reception, staging, onward movement, and integration

S

SAAS	standard Army ammunition system
SC	subcutaneous
SECDEF	Secretary of Defense
SGLI	Serviceman's Group Life Insurance
SITREP	situation report
SJA	Staff Judge Advocate
SKO	sets, kits, and outfits
SMD	sustainment maintenance division
SME	subject matter expert
SOFA	status of forces agreement

SOI	signal operating instructions
SOP	standing operating procedure
SOW	statement of work
SPO	security, plans, and operations
SPOD	sea port of debarkation
SRA	separate reporting activity
SSCOM	Soldier Systems Command
STAMIS	standard army management information systems
STU	secure telephone unit

T

TAA	tactical assembly areas
TAC-1	type activity code 1
TACOM	Tank Automotive Command
TAV	total asset visibility
TB	technical bulletin
TDA	table of distribution and allowances
TM	technical manual
TMDE	test, measurement, and diagnostic equipment
TOC	tactical operations center
TOE	table of organization and equipment
TPFDD	time-phased force deployment data
TRADOC	Training and Doctrine Command
TRANSCOM	Transportation Command
TSC	theater support command
TSS	test support system

U

UCMJ	Uniform Code of Military Justice
UIC	unit identification code
ULLS	Unit Level Logistics System
UN	United Nations
USACE	US Army Corps of Engineers
USADACS	US Army Defense Ammunition Center and School
USAISC	US Army Information Systems Command
USAMC	US Army Materiel Command
USAMMA	US Army Medical Materiel Agency
USAR	US Army Reserve
USDA	US Department of Agriculture

W

WAN	wide area network

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INDEX

absent without leave, see AWOL
ACUS, 7-2
additional authorization list, A-9
administrative contracting officer, E-4 thru E-6
ADMRU, 2-6, 2-7, 2-10
ADP, 2-6, 7-5, 7-7, A-6, D-A-1, G-A-2
advance party, 7-4, F-A-1, F-B-1
    Jump TOC, 2-3, 2-4, 2-10, 2-12, 3-2, 3-7, 4-2, 5-4, 7-1, 7-4, 7-9, 8-5, B-1, B-A-3 thru B-A-5, C-3, D-A-1
AFAR, 4-1
AFARS, 4-2, 4-4, 4-8
AGCCS, 7-8
air
    line of communication, see ALOC
    Mobility Command, 5-2
    port of debarkation, see APOD
    transport, 3-2
ALAT, A-5, B-A-3
ALOC, 5-5, A-7
American Red Cross, see ARC
Ammunition
    supply, see Class V supplies
    supply points, see ASP
    support team, see AST
    SAAS, A-4
    USADACS, A-4
AO, 1-3, 1-5, 1-10, 2-1, 2-11, 4-5, 4-7, A-2 thru A-5, A-7, D-1
AOAP, 2-11, B-A-2, B-A-3
AOR, 2-3, 5-2, 5-5, A-1, A-7, B-A-4, D-G-2, D-G-1-1, F-A-1
APA, 5-1 thru 5-5, 5-8, 5-9, A-4, A-10, F-A-1, F-C-1
APOD, 1-4, 5-1, 5-2, B-A-4, B-A-5, E-2, F-A-1, F-A-2
ARC, 3-4, D-1, D-E-1, D-F-1, D-F-2
area
    Common-User System, see ACUS
    of operations, see AO
    of responsibility, see AOR
ARFOR, 1-7, 2-3, 2-5, 6-1, B-A-2
Army
    FAR Supplement, see AFARS
    Federal Acquisition Regulation, see AFAR
    force, see ARFOR
    Global Command and Control System, see AGCCS
    Materiel Command, see USAMC
    Medical Materiel Agency, see USAMMA
    National Guard Bureau, see ARNG
    Oil Analysis Program, see AOAP
    Service Component Commander, see ASCC
    Support Group, see ASG
    War Reserve, see AWR
ARNG, 2-7, 2-10
ASCC, 1-2, 1-4, 1-5, 1-7, 1-9, 2-4, 2-5, 2-7, 2-11, 3-2, 3-6, 3-7, 4-2 thru 4-4, 5-2 thru 5-8, 6-2 thru 6-5, 7-1 thru 7-8, A-1, A-2, B-1, C-1 thru C-4, D-G-2, D-I-1-1, E-1 thru E-7, G-1
ASG, 1-10, 7-9, C-2, C-A-1
ASP, 5-7, A-4
AST, 5-7, A-3, A-4
ATCOM, 2-6, 2-10, A-5
Atlantic Command (ACOM), 2-2
ASL, 5-7
asset visibility total, 1-7
authorized stockage list, see ASL
automated identification technology (AIT), 7-10
automation security, 7-9
AVCRAD, 2-6, 6-2, B-A-2, B-A-3, C-1
aviation maintenance
    classification repair activity depot, see AVCRAD
    depot maintenance roundout unit, see ADMRU
    intermediate maintenance, see AVIM
    logistics assistance team, see ALAT
    troop command, see ATCOM
AVIM, 2-10
AWOL, 3-6
AWR, 1-11, 2-5, 2-6, 2-8, 2-10, 2-11, 3-6, 5-1 thru 5-9, 6-1 thru 6-7, 7-7, 7-9, 8-2, 8-4, 8-5, 8-7, B-A-1 thru B-A-3, B-A-6, D-A-1, F-1, F-B-1, F-C-1, F-D-1, F-E-1, G-A-3
    Army prepositioned afloat, see APA
    offload preparation party, see OPP
    reconstitution, 6-1 thru 6-7
AWRDS, A-8, A-9

base
defense, C-4
operations, 2-10, C-1
basic issue item, A-9
battalion inspection readiness exercise program, see BIREP
battle
book, 5-4
damage assessment, see BDA
damage assessment repair, see BDAR
dress uniform, see BDU
BDA, 1-9, 2-11, 6-1, 6-3, 6-5, 6-7, A-1
BDAR, A-5
BDU, 3-5, D-I-1
BIREP, 2-8, 5-4, 5-9
building block
concept, 2-4
principle, 2-4

C2, 1-4, 1-9, 1-10, 2-1, 2-3, 2-5, 2-7, 2-9, 7-2, F-A-1
C4I, 4-6
CAISI, 7-3, 7-7
calibration, 1-11, 2-11, A-1, A-6
care of supplies in storage, 5-3
CAS, E-4, E-5
CASCOM, 2-5, 7-9
CBS-X, A-9, A-10, F-E-1
CECOM, 2-6, 7-1, 7-2, 7-4, 7-5, B-A-1, B-A-4, B-A-6
Central Command (CENTCOM), 2-2
central processing center, see CPC
Chain of Command, 1-1, 1-2
Chairman, Joint Chiefs of Staff, see CJCS
chemical defense equipment, D-B-1, D-I-1-1
CHS, 1-4, 1-8, C-3
CINC, 1-3 thru 1-5, 1-7, 2-5, 2-7, 3-1, 3-2, 3-4, 3-5, 3-7, 4-2, 4-8, 5-1 thru 5-8, 7-2, 8-1, 8-3, B-1, C-2, D-A-1, D-G-1, D-I-1, E-1 thru E-7
civilian
discipline, 3-6, A-3
emergency essential, 3-4, D-B-2, D-C-1, D-J-1
leave, 3-4, 3-5, D-1, D-F-1, D-F-2, D-J-1, D-J-2
medical care, 3-4, D-D-2, D-G-2
pay, 3-5, D-1, D-J-1
personnel management, D-E-2
weapons, C-A-2, D-1, D-B-1, D-I-1
CJCS, 1-1
chain of command, 1-1, 1-2
theater of war, 1-3, 1-6, 1-7
Class
I supplies, 4-1, 5-7, 6-4, 6-7, B-A-5
II supplies, 4-1, 6-4, 6-7, B-A-5, C-C-1, G-A-1
III supplies, 4-1, 5-7, 6-4, B-A-5, C-A-2
package, 5-7, 6-4, B-A-5, C-A-2
IV supplies, 4-1, 6-4, C-A-2, G-A-1
V supplies, 2-9, 5-7, 6-4, 6-5, 6-7, B-A-3, G-A-1
management and accountability, A-3, A-4
system, A-4
VI supplies, 6-4
VII supplies, 6-4, 6-7, C-1, C-A-2, F-E-1
VIII supplies, 2-11, 5-2 thru 5-5, 5-7, A-7
IX supplies, 4-1, 5-5 thru 5-8, 6-4, 6-7, A-7, A-9, C-C-1, F-C-1, G-A-1
combat
CSS Automation Office, see CSSAO
CSS Control System, see CSSCS
health support, see CHS
service support, see CSS
support, see CS
zone, see CZ
COCOM, 1-1, 1-2, 5-2
Combatant
Commanders, 1-1, 1-2, 1-10
commands, see COCOM
status, 3-5, D-H-2, D-K-1
Combined Arms Support Command, see CASCOM
command
authority and control, see C2
post exercise, see CPX
Commander
LSE, 1-11, 2-2 thru 2-11, 3-2, 3-4, 3-6, 3-7, 4-7, 5-7, 6-2, 6-3, 6-5, 7-1, 7-5, 7-8, 8-1 thru 8-3, 8-5, B-A-4, C-2, C-B-1, C-C-1, D-I-1-1, D-J-2, D-A-1, D-D-2, D-F-1, D-F-2, D-I-1, E-3 thru E-6, F-E-1, G-1
in chief, see CINC
service component, see ASCC
theater support command, see TSC

Communications
LSE, Chapter 7
Security, 7-2, 7-5, 7-7
Support to LAP, 7-6, 7-8
Zone, see COMMZ
Communications-Electronics Command, see CECOM
COMMZ, 1-4 thru 1-6, 2-8, 6-1, B-A-4, C-2
Composite Transportation Group, see CTG
COMSEC equipment
Continental United States, see CONUS
continuing balance system-expanded, see CBS-X
contingency of operations plan, see COOP
contract support plan, see CSP
Contract Administrative Service, see CAS
contract support kit, 4-5
concept of operations, 4-7, B-A-3
contingency contracting, 4-5, 4-8, A-2, E-1, E-A-1, E-A-2
contracting
administrative contracting officer, E-4 thru E-6
AFAR, 4-1
authority, 4-2
contingency, 4-5, 4-8, A-2, E-1, E-A-1, E-A-2
COR, 2-11, 4-4, 8-4, A-5, B-A-4, E-5
DFARS, 4-1, 4-8
FAR, 4-1, 4-2, 4-8
FIRMR, 4-1
HCA, 4-2 thru 4-4
LOGCAP, 2-3, 2-6, 2-7, 2-11, 2-12, 4-5, 4-8, 6-5, 6-7, 7-9, 8-2, 8-4, A-2, B-A-2 thru B-A-6, C-2, C-3, C-A-1, E-1, E-2 thru E-7, G-A-2
officer, 2-3, 4-1 thru 4-6, 8-4, 8-5, C-A-2, F-B-1
ordering officers, 4-2, 4-4, C-A-2
PARC, 4-4 thru 4-5
support kits, 4-5
support plans, see CSP
warrants, 4-2, 4-4
Contracting Officer's Representative, see COR
Contractors, 1-6, 1-8, 1-10, 2-1, 2-2, 2-7 thru 2-12, 3-2, 3-3, 3-6, 4-5 thru 4-8, 5-5, 6-2 thru 6-6, 8-1, 8-4, 8-5, 8-7, A-2, A-5, B-A-2, B-A-3, D-J-3, E-1 thru E-7, E-A-1, F-A-1
CONUS, 1-1, 1-4 thru 1-6, 1-10, 1-11, 2-1 thru 2-5, 2-9 thru 2-11, 3-1 thru 3-6, 4-5, 5-1, 5-2, 5-7, 5-9, 6-4, 6-5, 7-1, 7-5, 7-7, 7-9, 8-2 thru 8-4, A-1 thru A-7, B-A-1 thru B-A-4, C-1, D-D-1, D-F-1, D-J-2, E-1, E-2, G-1, G-A-3
COOP, 7-7
COR, 2-11, 4-4, 8-4, A-5, B-A-4, E-4
Corps Support Command, see COSCOM
COSCOM, A-7, B-A-1
CPC, 2-8, 3-3, 3-5, 3-7, 5-5, B-A-3, B-A-4, C-4, D-1, D-D-1, D-D-2, D-F-1, D-G-1, D-H-1, D-H-2, D-I-1
CPX, 5-9, E-4
CS, 1-5, 2-7, 4-8, E-1 thru E-3, E-7
CSP, 4-4, 4-5
CSS, 1-4, 1-5, 1-7, 2-3, 2-7, 4-1, 4-8, 6-1, 7-3, 7-9, A-6, B-A-3, E-1 thru E-3, E-7
automation office, see CSSAMO
control system, see CSSCS
operational-level, 1-1, 1-5 thru 1-7
strategic-level, 1-1, 1-5 thru 1-9
tactical-level. 1-1, 1-5 thru 1-8
CSSAMO, 2-10, 7-9
CSSCS, 7-8
CTG, 5-2, 5-3, 5-5, F-B-1
CZ, 1-4, 1-7

DAAS, 5-5, 7-2
Danger Pay Allowance, 3-5, D-J-1
DCMD-I, E-4 thru E-7
DCS, 7-1, 7-2
DCSLOG, 5-3, 7-8, E-2 thru E-4, G-1
DCSOPS, 5-3
DCSPER, 2-3, 3-3
DDN, 7-2, 7-5
Defense
Automated Address System, see DAAS
Communication Service, see DCS
Contracting Management District-International, see DCMD-I
Data Network, see DDN
Department, see DOD
Logistics Agency, see DLA
Map Agency (DMA) 1-6
Reutilization Marketing Office, see DRMO
deployment
early, 1-7, 2-3, 2-5, 2-8, 2-11, 4-2
phases, 1-5, 2-6, 3-1, 3-2, 3-4, 4-1
strategic, 3-1, 3-2

Deputy Chief of Staff
Logistics, see DCSLOG
Operations, see DCSOPS
Personnel, see DCSPER
DFARS, 4-1, 4-8
direct
deposit, 3-5, D-B-1
support, 2-9, 5-6, 6-3, A-5, A-6, A-8 thru A-10, C-2, F-D-1, F-E-1
Directorate of Logistics (DOL), 2-9
Distribution Management Center, see DMC
DLA, 1-6, 1-9, 6-2, 6-4, 6-7, 7-5, B-A-2, E-4
DMC, 6-1, 6-4 thru 6-7, C-C-1
DOD, 1-2, 1-8, 1-9, 2-1, 2-8, 2-12, 3-4, 3-6, 4-2, 4-7, 7-1, 8-1, 8-3, A-3, C-2, D-C-1, D-D-1, D-D-2, D-F-1, D-F-2, D-G-2, E-1, E-2, E-5, E-6, E-B-1
DODAAC, 5-5, 8-7, A-7, A-9, F-D-1
DOD FAR Supplement, see DFARS
DRMO, A-4

EAC, 1-5, 2-9, 6-3, D-G-2
early deployment, 1-7, 2-3, 2-5, 2-8, 2-11, 4-2
echelon above corps, see EAC
EE, 3-4, D-B-2, D-C-1, D-J-1
EFT, 3-5, 7-J-1
electronic funds transfer, see EFT
emergency essential, see EE
emergency operating center, see EOC
EOC, 3-4
European Command (EUCOM), 2-2
exercise, 1-1, 2-2, 2-7, 2-8, 4-5, 5-9, A-2, D-G-1-1

facilities, 2-8, 2-10, 2-12, 5-3 thru 5-6, 6-4, 6-5, 7-9, 8-4, B-A-2, B-A-3, C-1, C-3, D-I-1, E-B-1, F-B-1, F-C-1, F-E-1, G-A-2
Fair Labor Standards Act, see FLSA
family assistance, 3-4, D-E-1
FAR, 4-1, 4-2, 4-8
FAST, 2-11, A-2
Federal
Acquisition regulation, see FAR
Emergency Management Agency, see FEMA
Employees Group Life Insurance, see FEGLI
Information Resource Management Regulation (FIRMR), 4-1
FEGLI, 3-4, D-E-1, D-E-2, D-J-2
FEMA, 8-3, A-2
Field Assistance in Science and Technology, see FAST
field services, 4-6, C-2, C-3, E-2
Finance Officer, 4-4
finance services, 8-5
FLSA, D-J-2
FLOT, 1-1, 1-5
force
modules, 1-5
projection operations, 1-6, 2-5, 4-5, 5-1, 5-4, 6-1, 6-3, 7-1, 8-3, F-A-1
protection, 2-12
structure, 1-5, 1-7, 2-9, 4-8, 8-6, E-2, E-5
Forces Command, see FORSCOM
foreign post differential, 3-5, D-D-1, D-J-1, D-J-2
FORSCOM, 1-9, 2-7, B-A-6
forward line of own troops, see FLOT
Foundation LSE, 2-2 thru 2-7, 2-12, 4-7, 4-8, 5-3, 6-2, 6-5, 7-1, 7-4, 7-8, 7-9, 8-2, 8-6, B-1, B-A-4, C-2, C-3, E-3, E-5

GAO, 4-1
General Accounting Office, see GAO
General Services Administration, see GSA
General Support, see GS
GS, 2-1, 2-9, 6-1, 6-4, A-3, A-5, C-1, C-2, D-J-1, D-J-2, G-A-2
GSA, 1-6

HCA, 4-2 thru 4-4
Head of Contracting Activity, see HCA
Headquarters, Department of the Army, see HQDA
health
combat health support, see CHS
logistics, see Class VIII
HNS, 1-5, 1-7, 2-9, 4-1, 4-5, 4-7, 5-1, 5-2, 8-5, C-3, E-1, E-2, E-4, E-B-1
host nation, 2-4, 3-5, 3-6, 7-6, D-L-1, E-A-1, E-B-1
host nation support, see HNS

HQDA, 1-4, 1-10, 4-2, 5-3, 5-4, 8-3, 8-6, A-10
humanitarian assistance, 3-1, A-2, A-3

imminent danger pay, D-D-2, D-J-2
in-transit visibility, see ITV
individual
    deployment site, 3-7
    equipment, 3-5, D-I-1-1
    mobilization augmentee, 2-7
Industrial Operation Command, see IOC
insurance, 3-4, D-1, D-B-1, D-E-1, D-E-2, D-G-2, D-J-2
integrated sustainment maintenance (ISM), 2-9
intelligence, 1-4, 2-12, 5-2, 6-2, 6-3, 7-2, A-5, B-A-2, C-3, F-A-1, G-A-1
international maritime satellite, 7-4
interservice support agreements (ISSA), 8-2
IOC, 2-6, 2-10, 5-5, A-2, A-3, B-A-2, B-A-6, G-A-1
issue priority designator (IPD), A-9
ITV, 1-7, 7-3, 7-8, 7-10

JCS, 1-3, 5-5
Joint
    Chiefs of Staff, see JCS
    Force Commander, 1-4
    Interoperability of Tactical Command and Control System (JINTACCS), G-1
    Task Force, see JTF
    Travel Regulation (JTR)
JTF, 1-5, 2-4, 6-2, 7-1, 7-2, 7-5, 7-7, 7-8, 8-5, A-1, C-2, C-4, F-E-1
Jump TOC, 2-3, 2-4, 2-10, 2-12, 3-2, 3-7, 4-2, 5-4, 7-1, 7-4, 7-9, 8-5, B-A-3 thru B-A-5, C-1, C-3, D-A-1

LAO, 2-11, A-7, B-A-1, B-A-3 thru B-A-5, C-3
LAP, 1-7, 1-10, 2-1, 2-6, 2-11, 2-12, 3-1 thru 3-3, 6-1 thru 6-7, 7-6, 7-8, 7-9, A-2, A-6, A-7, B-A-3, B-A-5, C-3, D-G-1, D-I-1, G-A-1
LAR, 2-10, D-G-1
legal assistance, 3-4, D-E-1
levels of support
    operational, 1-1, 1-5 thru 1-7
    strategic, 1-1, 1-5 thru 1-8
    tactical, 1-1, 1-5 thru 1-8
life support, 2-3, 2-7, 2-11, 2-12, 5-1, 7-5, 7-8, 8-4, B-A-5, C-1 thru C-3, C-B-1
lines of communication, see LOC
LOC, 1-4, 1-7, 2-7, B-A-2, G-A-2
local area network (LAN), 7-2
LOGCAP, 2-3, 2-6, 2-7, 2-11, 2-12, 4-5, 4-8, 6-5, 6-7, 7-9, 8-2, 8-4, A-2, B-A-2 thru B-A-6, C-2, C-3, C-A-1, E-1, E-2 thru E-7, G-A-2
    contract, 4-8, E-7
    contractor, 2-7, E-5 thru E-7
logistics
    Anchor Desk, 7-9, 7-10
    Assistance Office, see LAO
    Assistance Program, see LAP
    Assistance Representative, see LAR
    automation assistance, 7-9
    Civilian Augmentation Program, see LOGCAP
    preparation of the theater, 1-5
    Support Activity, see LOGSA
    Support Element
        command and control, 2-1, 2-2, A-1
        communications, 7-1
        foundation, 2-2 thru 2-7, 2-12, 4-7, 4-8, 5-3, 6-2, 6-5, 7-1, 7-4, 7-8, 7-9, 8-2, 8-6, B-1, B-A-4, C-2, C-3, E-3, E-5
        functions, A-1
        headquarters, 2-1, 2-2, A-1
        history, 1-10
        life support, 2-3, 2-7, 2-11, 2-12, 5-1, 7-5, 7-8, 8-4, B-A-5, C-1 thru C-3
        mission, 2-1, 2-8 thru 2-11, A-3
        organization, 2-1, A-1
        rear, 2-2, G-A-3
LOGSA. 2-2, 2-5, 2-7, 2-11, 5-5, 7-2, 7-7 thru 7-10, A-9, A-10, F-E-1

MACE, 2-6, B-A-2, B-A-3
MACOM, 4-2, 5-3
maintenance, 1-4, 1-7, 1-8, 1-11, 2-6, 2-7, 2-9, 2-11, 3-2, 3-6, 4-1, 4-6, 4-7, 5-3 thru 5-9, 6-2 thru 6-7, 7-7, 7-9, 8-2, 8-4, A-1 thru A-10, B-1, C-1 thru C-3, D-A-1, D-C-1, D-F-2, E-2, F-1, G-A-1
    10/20 standards, 5-5
    aviation, 2-6, 2-7, 2-9, 2-10, 6-2 thru 6-4, A-3, A-5, A-6, B-A-3, B-A-6, G-A-3

integrated sustainment, 2-9

major
Army Command, see MACOM
items information center, 5-5
subordinate command, see MSC
ATCOM, 2-6, 2-10, A-5
CECOM, 2-6, 7-1, 7-2, 7-4, 7-5, B-A-1, B-A-4, B-A-6
IOC, 2-6, 2-10, 5-5, A-2, A-3, B-A-2, B-A-6, G-A-1
MICOM, 2-6, A-5
SSCOM, 2-6
TACOM, 2-6
management decision evaluation package, see MDEP
materiel
handling equipment, see MHE
management center, see MMC
MCIP, 3-7
MDEP, 8-1, E-3
meals, ready to eat, see MRE
medical
care, 3-4, 3-5, D-1, D-D-2, D-G-1, D-G-2
Class XIII, 2-11, 5-2 thru 5-7, A-7
Logistics Support Team, 5-2
processing, 3-4, D-1, D-G-1
screening, 3-4, D-1, D-G-1
memorandums
of agreement, see MOA
of understanding, see MOU
METT-T, 1-5, 1-7, 1-9, 2-1, 2-2, 2-4, 3-5, 4-6, 5-4, 5-8, 6-3, 6-4, D-A-1, D-I-1-1, F-A-1
MHE, 5-5, 5-8
MICOM, 2-6, A-5
military
customs inspection point, see MCIP
interdepartmental purchase requests, see MIPR
Sealift Command, see MSC
standard requisition and issue procedures, see MILSTRIP
Traffic Management Command, see MTMC
MILSTRIP, 5-3
ministry of defense, see MOD
MIPR, 8-2
Missile Command, see MICOM
mission
enemy, terrain, troops, and time available, see METT-T
LSE, 2-1, 2-8, 2-9, 2-10, A-3
MMC, 7-8, C-C-1
MOA, 2-7, 8-2
mobile subscriber equipment (MSE), 7-5
mobile training team (MTT), 5-4
Mobilization ADMRU Control Element, see MACE
MOD, E-1, E-4
modularity, 2-4
mortuary affairs, C-A-3
MOU, 2-7, 8-2
MRE, B-A-5, C-A-1, D-I-1
MSC, 2-5, 2-6, 2-8, 2-10, 3-5, 4-5, 4-6, 6-3, 7-5, 7-6, 7-8, 7-9, 8-1, 8-2, 8-4, 8-6, A-3, A-5, B-1, B-A-4, D-A-1
MTMC, 5-2 thru 5-5, F-A-1, F-B-1

National
Command Authorities, see NCA
level logistics support, 2-1
maintenance point, see NMP
Sustainment Maintenance Manager, see NSMM
Training Center, see NTC
NBC
defense, 2-8, 3-5, B-A-4, C-4, D-G-1
threat, G-A-1
NCA, 1-1, 1-3, 1-6, 3-6
next of kin, 3-4, D-1, D-E-1, D-E-2, D-E-3
NGO, 1-4
NICP, 1-5, 6-2, 6-5, A-4, A-9, C-C-1, F-E-1
NMCM, A-5
NMCS, A-5
NMP, 2-9
nongovernmental organization, see NGO
not mission
capable maintenance, see NMCM
capable supply, see NMCS
NSMM, 2-9, 2-10, 4-6, 6-2
NTC, 5-9
nuclear, chemical, biological, see NBC

OCIE, 3-5, D-A-1, D-I-1, D-I-1-1
OCONUS, 1-3, 3-1, 3-6, 5-7, 7-4, A-6, C-2, C-4, C-F-1, D-D-1

Off-Load Preparation Party, see OPP
Office
of Personnel Management, see OPM
of the Secretary of Defense, 4-2
of the Secretary of the Army, 4-2
oil analysis, see AOAP
operating tempo, see OPTEMPO
Operation Desert Storm, 1-10
operational level
CSS, 1-7
headquarters, 1-7
support, 1-5
support command, see COSCOM
units, 1-5, 1-7
operational security, 7-7
Operations Center (CELL)
LSE, 2-3, 2-5, 2-7, 7-1
USAMC, 3-2, 3-7, 7-1
Operations Order, see OPORD
Operations Plan, see OPLAN
example, Appendix B
OPLAN, 2-5 thru 2-8, 5-3, 6-2, 6-6, 8-2, 8-4, B-1, D-D-2, E-2 thru E-4
OPM, D-E-2, D-J-1
OPORD, B-1
OPP, 5-2 thru 5-6, F-1, F-A-1
OPTEMPO, C-1
ordering officers 4-2, 4-4, C-A-2
orders
temporary duty, 3-4, D-1, D-D-1
travel, D-D-1, D-J-2
organization, LSE 2-1, A-1
organizational clothing and individual equipment, see OCIE
outside the continental United States, see OCONUS

Pacific Command (PACOM), 2-2
PARC, 4-2 thru 4-5
pay
civilian, 3-5, D-1, D-J-1
danger pay allowances, 2-5, D-J-1
imminent danger, D-D-2, D-J-2
paying agent, 2-3, 8-1, 8-5
PBO, 2-2, A-1, C-C-1
PDR, 1-8, 2-1, 2-7, 3-2, 3-5, 4-5, 5-5, 8-2, B-A-4, D-A-1, D-E-1, D-G-1-1
personnel
accounting, 3-2, 3-7
accountability, 3-2, D-1
deployment, 3-1, D-1
deployment roster, see PDR
service support, 1-8, 3-1, D-1
planning
base defense, 3-3
deployment, 3-1
predeployment, 3-1
reconstitution, 6-1
support, C-1
PMCL, 5-4
POD, 3-1, 3-2, 3-7, 5-8, A-4, C-A-3, D-F-1
POE, 3-1, 3-7, 5-8
POL, See Class III supplies
POM, 2-12, 3-1, 3-3, 3-4, 5-5, C-3, D-F-1, D-G-1
port of debarkation, see POD
port of embarkation, see POE
power projection, 2-1, 7-1
preparation for overseas movement, see POM
preventive maintenance checklist, see PMCL
Principal Assistant Responsible for Contracting, see PARC
private voluntary organizations, see PVO
Property Book Officer, see PBO
PVO, 1-4

QASAS, 2-6, 2-9, A-4, B-A-2, B-A-3, F-E-1, G-A-1
quality assurance specialist/ammunition surveillance, see QASAS

rear
LSE, G-A-3
reception
facilities, 5-6
operations, 1-5, 1-7, 5-2, 5-6, 5-8, C-3
staging, onward movement, and integration, see RSOI
reconstitution
operations, 2-10, 5-7, 5-8, 6-1, A-10
planning, 6-2
redeployment, 3-6
assembly area, 3-6
redistribution, 1-11, 6-3 thru 6-7, B-A-2, B-A-3
regeneration, 6-1
reports
situation, see SITREP

Reserve Component, 2-1, 2-7, 2-9, A-3
resource management, 2-2, 4-2, 4-4, Chapter 7, 8-1, C-C-1, E-4
responsibilities
ATCOM, 2-6
CECOM, 2-6
Foundation LSEs, 2-7
HQUSAMC, 2-5
LOGSA, 2-6
MICOM, 2-6
MSCs/SRAs, 2-6
Reserve Components, 2-7
SSCOM, 2-6
TACOM, 2-6
TSC, 2-5
retrograde of materiel, 6-4
reutilization and marketing services, see DRMO
reverse osmosis water purification unit, see ROWPU
roll-on/roll-off (RO/RO), 5-1
ROWPU, F-D-1
RSOI, 1-5, 1-7, 5-1, F-A-1

SAAS, 7-7, A-4, F-E-1
sea port of debarkation, see SPOD
Secretary
of Defense, 1-1, 1-2
of the Army, 4-2
secure telephone unit, 7-2
security
automation, 7-9
local, 2-12, C-3
personal, 2-12
plans and operations, see SPO
self-protection measures, 3-3, C-A-1
Separate Reporting Activities, see SRA
serviceman's group life insurance, see SGLI
sets, kits, and outfits, see SKO
SGLI, 3-4, 6-3, 7-8, 8-2, 8-3, A-3, D-E-2, G-1
signal operating instructions, 7-5, B-A-6
SITREP, 3-2, 3-7
situation report, see SITREP
SKO, 2-11, 5-6, A-7, A-9, F-C-1
SOFA, 3-6, D-L-1
Southern Command (SOUTHCOM), 2-2
SOW, 4-6, 4-7, E-4, E-6, E-7
split-based logistics operations, 2-5, 7-1, 7-3, 7-7, B-A-3
SPO, 2-3, 6-3, 6-5, A-3, B-1, B-A-5, D-A-1
SPOD, 1-4, 5-1, 5-3 thru 5-6, B-A-2 thru B-A-5
SRA, 2-5, 2-6, 4-5, 7-5, 8-1, 8-2, A-3, A-5, B-1
Staff Judge Advocate, 4-4
legal assistance, 3-4, D-E-1
STAMIS, 2-10, 5-7, 5-8, 7-3, 7-5, 7-7 thru 7-9, A-6
standard Army ammunition system, see SAAS
standard Army management information systems, see STAMIS
statement of work, see SOW
status of forces agreement, see SOFA
Supply
classes, see Class I, II, III, IIIP, IV, V, VI, VII, VIII, IX
not mission capable, see NMCS
support
base, 2-1, 2-3, A-1, C-1
direct, 3-5, D-B-1
general, 2-1, 2-9, 6-1, 6-4, A-3, A-5, C-1, C-2, D-J-1, D-J-2, G-A-2
planning, C-1
Support levels
operational, 1-1, 1-5 thru 1-9
strategic, 1-1, 1-5 thru 1-7
tactical, 1-1, 1-5 thru 1-8
sustainment, 1-4, 1-5, 2-6 thru 2-12, 4-7, 5-1, 5-6, 5-7, 6-1 thru 6-4, A-3, A-7, G-A-1

TAA, 3-6, 3-7, 5-7, 6-5, F-A-1
Table
of Distribution and Allowances, see TDA
of Organization and Equipment, see TOE
TACOM, 2-6
tactical
assembly areas, see TAA
operations cell, see TOC
Tank Automotive Command, see TACOM
TAV, 1-7, 7-3, 7-8, 7-10
TDA, 1-8, 2-1, 2-3, 2-5, 2-6, 5-5, 6-2, 6-5, 8-1, 8-2, 8-5, 8-6, C-1, D-A-1
TDY, 3-4, D-1, D-D-1
team LOGCAP, E-4 thru E-7
temporary duty, see TDY
test, measurement, and diagnostic equipment, see TMDE

theater
    aviation maintenance program, 2-10, A-3
    of war, 1-3, 1-6, 1-7
    support command, see TSC
Time-phased Force Deployment Data, see TPFDD
TMDE, 1-11, 2-11, 6-2, 6-3, 6-5, 6-7, A-6, B-1, B-A-2, B-A-3, C-1, G-A-2
TOC, 2-3, 2-4, 2-7, 2-10, 2-12, 3-2, 3-7, 4-2, 5-4, 7-1, 7-4, 7-9, 8-5, B-A-3 thru B-A-5, C-1, C-3, D-A-1
TOE, 1-7, 1-8, 1-11, 2-8, 2-9, 2-11, 4-2, 6-2, 6-4, A-7, B-A-3
total asset visibility, see TAV
TPFDD, 3-2, 3-6, 3-7, 5-5, B-A-3
training, 1-1, 1-2, 1-4, 1-9, 1-11, 2-5 thru 2-8, 3-4, 3-5, 4-5, 4-6, 5-4, 5-9, 6-4, 7-8, A-3, A-6, B-A-4, C-4, D-B-1, D-I-1-2, E-A-1, E-A-2, F-A-1
TSC, 1-5, 1-6, 1-7, 1-9, 1-11, 2-1, 2-3 thru 2-7, 3-7, 4-2, 4-4, 4-6, 4-7, 5-4, 5-6, 5-7, 6-1 thru 6-7, 7-1, 7-7, 7-9, 8-1, 8-2, 8-4, A-1, A-2, A-7, B-1, B-A-1, B-A-3 thru B-A-5, C-1, C-3, C-C-1, E-3 thru E-7, F-B-1, G-1
type activity code 1, 8-7

UCMJ, 3-5, 3-6, A-3, D-K-1, D-L-1
UIC, 8-6, A-8
ULLS, C-C-1
UN, 1-4
Uniform Code of Military Justice, see UCMJ
uniforms, 3-5, B-A-5, D-B-1, D-I-1-2
unit Identification Code, see UIC
unit level logistics system, see ULLS
United Nations, see UN
United States
    Army Corps of Engineers, see USACE
    Army Defense Ammunition Center and School, see USADACS
    Army Information Systems Command, see USAISC
    Army Materiel Command, see USAMC
    Army Medical Materiel Agency, see USAMMA
    Army Reserve, see USAR
    Department of Agriculture, 3-6
USACE, E-4 thru E-7
USADACS, A-4
USAISC, 7-2
USAMC, 1-1, 1-6 thru 1-11, 2-1 thru 2-12, 3-1 thru 3-5, 3-7, 4-1, 4-4, 4-7, 4-8, 5-1 thru 5-5, 5-7, thru 5-9, 6-2 thru 6-7, 7-1 thru 7-9, 8-1 thru 8-7, A-1 thru A-9, B-1, B-A-1, B-A-3, B-A-4, B-A-6, C-1, C-4, D-A-1, D-D-1, D-E-1, D-F-1, D-G-1, D-H-1, D-I-1, D-J-1, E-1 thru E-7, F-A-1, F-E-1, G-1
USAMMA, 1-6, 5-1, 5-2, 5-4, 5-7, 5-9, F-A-1, F-A-2, F-E-1
USAR, 2-7

weapons
    for civilians, C-A-2, D-1, D-B-1, D-I-1
    system, 1-10, 5-1, 6-4, 6-7, A-3, B-A-3
wide area networks, 7-2

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