CHAPTER 19

LOGISTICS AUGMENTATION

References

FM 63-11, Logistics Support Element Tactics, Techniques, and Procedures, 8 October 1996
Army Regulation 700-137 effective 16 December 1985
Army Regulation 700-4 effective 31 July 1995
AMC Memorandum AMCLG-RL of 9 July 1996
AMC LOGCAP Brief dated October 1996
Message from Commander, Army Materiel Command, 31 March 2000, SUBJECT: Provisional Standup of the Operations Support Command

Objectives

- Describe the concepts, responsibilities, policies, planning and procedures for the activation, implementation and use of the AMC-Forward
- Describe the concepts, responsibilities, policies, planning and procedures for the activation, implementation and use of the AMC Logistics Civil Augmentation Program (LOGCAP)

ARMY MATERIEL COMMAND – FORWARD (AMC-FORWARD)[1]

Background

Logistics industrial/commercial operations 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 support civilians and contractors 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.

Civilians and contractors have traditionally provided logistics support to combat forces. During the Korean War, the Army used contractors. However, they were often unreliable. 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 command and control (C2).

Since Korea and Vietnam, but prior to Operation Desert Storm (ODS), the United States Army Materiel Command (USAMC) deployed Logistics Assistance Program (LAP) personnel with their assigned units and established Logistics Assistance Offices (LAOs) to control their efforts. This worked well. However, no one centrally controlled other

[1] Name changed from Logistics Support Element (LSE) to Army Materiel Command – Forward (AMC-FWD) in February 2000.

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 AMC-FWD 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 the requirements imposed by Operation Desert Shield/Storm, USAMC formed a 3000-man Army Support Group (ASG). This ASG ultimately became the foundation for the AMC-FWD and reinforced the critical need for civilians on the battlefield. It performed impressively during ODS. Accomplishments included:

- Upgrading 1,100 M1 main battle tanks to the more powerful and protected MA1A1 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 weapon systems, and 3,500 automotive components.
- Issuing 1,600 items from it Reparable Exchange Activity and processing more than 23, 000 retrograde lines.
- Preparing equipment for retrograde movement following the ground campaign**.**

The AMC-FWD and Army Doctrine

Army doctrine defines three levels of operations: strategic, operational and tactical. Figure 19-1 shows the three associated levels of logistics. Traditionally, AMC operates at the strategic level with some functions at the operational and the logistics assistance offices and representatives at the tactical. The AMC-FWD links the three levels into a continuum.

As the Armed Forces draw down, the need to integrate military and civilian support services increases. World events are driving changes in the traditional roles of civilians within the Department of Defense and particularly within the Army.

Doctrine has the Combat Service Support functions performed by TOE units. **The AMC-FWD does not replace force structure; it provides strategic (depot/general support (GS)) level logistics support forward, which is not available anywhere else in the force structure**. The AMC-FWD, a TDA unit, can also provide overflow operational level logistics if TOE units are not readily available. The AMC-FWD adds value. Its people have unique skills.

"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 logistics support element perform specified support functions." FM 63-11, Logistics Support Element Tactics, Techniques and Procedures, 8 Oct 96, institutionalizes the **LSE (now AMC-FWD)** in Army doctrine.

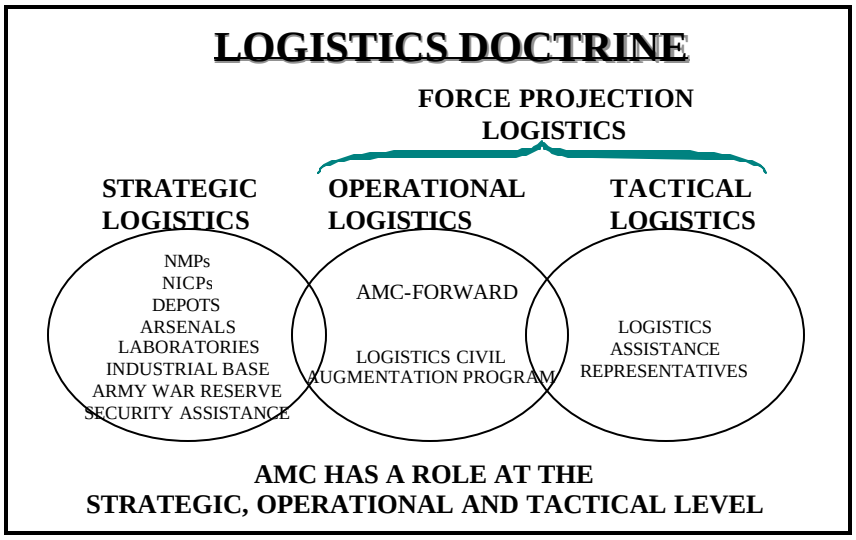

Figure 19-1. Logistics Doctrine

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.

During Desert Shield/Desert Storm the Army and the US Army Materiel Command (USAMC) saw a need for a single logistics command and control element. This element would centrally manage strategic logistics personnel, call forward elements as required, and integrate these elements into the theater. The AMC-FWD satisfied this need then and continues to do so. Furthermore, AMC-FWDs provide an operational level 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.

Why do we need AMC-FWD?

Positive Contact. First, AMC-FWD provides direct, positive contact with its customers. The operational logistics structure depends on Mission, Enemy, Terrain, Troops, Time, and Civilian Considerations (METT-TC). But, however organized, the AMC-FWD Commander works for the Army Service Component Commander (ASCC). Usually the AMC-FWD is assigned to the senior Army logistics command, either a Theater Support Command (TSC) or Corps Support Command. Likewise, the Logistics Assistance Representatives (LAR) and weapons system support contractors work for the Logistics Assistance Office (LAO) in support of their assigned units, thorough forwarded deployed LAOs, providing a direct link between the strategic base and the soldier in the foxhole.

LOGCAP. LOGCAP is a program to use contractors to augment the force structure to perform construction, engineering and logistics services. AMC is the Program Manager. The Theater AMC-FWDs, in peacetime, coordinate the contractor's efforts and work with the ASCC to integrate requirements for contractor support into Operations Plans. The AMC-FWDs are the single focal point for LOGCAP in theater.

The AMC-FWDs Fill Gaps in the Force Structure. Most CSS units and support elements are scheduled on the TPFDD to arrive after the combat units. Troop ceilings may limit the number of CSS units arriving early. At operation completion, there will be a rush to redeploy units as quickly as possible. AMC-FWD can deploy quickly; perform overflow maintenance and remain after the operation to retrograde materiel. Thereby, the AMC-FWD fills gaps left in CSS support from deployment to redeployment.

CONUS Base. The AMC-FWD is the forward element of US AMC and the national logistics base. For key systems, the AMC-FWD can provide the same support overseas that AMC provides in CONUS. By performing support forward, the logistics pipeline is enhanced and readiness improved.

Command and Control (C2). The AMC-FWD can also provide command and control of various logistics functions. First, TOE units can be attached to the AMC-FWD (e.g.. Hurricane Andrew in Florida) or AMC can provide staff personnel to roster a higher logistics headquarters such as a Theater Support Command (e.g. Haiti).

Army Prepositioned Stocks (APS). US AMC Field Support Command manages several of the Army War Reserve stockpiles worldwide, including the Army Prepositioned Stocks (APS) program. **Specifically AMC manages the APS-3 afloat.** The AMC-FWD hands-off the materiel to the deploying units. Functions include assisting the units to inspect the materiel; assisting the unit to perform maintenance and hand receipt. After the operation, the AMC-FWD recovers and retrogrades the materiel.

APS-2 encompasses the European stocks (three brigade sets), which fall under the control of the Field Support Command's Combat Equipment Group-Europe, Eygelshoven, the Netherlands. Combat Equipment Group - Europe has an active role in providing humanitarian assistance (via State Department Office of Foreign Disaster Assistance stocks held at Livorno, Italy) to countries in Africa, the Middle East and the Balkans.

APS-3 encompasses a 2X2 brigade set of equipment aboard 8 Large Medium Speed Roll-on/Roll-off ships, plus sustainment and operational project stocks aboard 7 commercial ships. The equipment aboard the ships is maintained by the FSCs AMC-Afloat in Charleston, South Carolina, and its subordinate activity, the Combat Equipment Base Hythe (CEB Hythe).

APS-4 in Korea, Japan and Hawaii supports the Pacific Theater. The major maintenance and storage facilities that support the APS-4 program are at the Materiel Support Center-Korea at Camp Carroll and Sagami Army Depot-Japan. The APS-4 Management Cell in Korea administers the planning and execution of the APS-4 program.

APS-5 encompasses stocks in Southwest Asia. One brigade set of materiel is stored in Kuwait. Another brigade set of materiel and a Division Base (-) are stored in Qatar. Plans call for possibly storing another brigade set in the region at a future date. Additional operational project stock materiel is stored in other countries.

The bottom line is that the Army uses the AMC-FWD because it adds value. It is flexible and agile. It can enhance the logistics pipeline and improve readiness. It has unique skills that are not available anywhere else.

AMC-FWD Characteristics

Customer oriented. The Logistics Assistance Office (LAO) and Logistics Assistance Representatives (LAR) deploy with their supported units and are among the first on the ground. They provide a direct link between the soldier and the CONUS base.

Flexible. The AMC-FWD can quickly deploy anywhere in the world at any time. US AMC has deployed the AMC-FWD for a variety of purposes in war, peace operations, humanitarian relief, and CONUS support operations. Likewise, the AMC-FWD has deployed to a variety of locations: Southwest Asia, Africa, Haiti, former republics of Yugoslavia and the United States.

Agile. The AMC-FWD is agile. Its people have the essential skills to accomplish a wide variety of jobs. For example, the early deploying team which transitions the Army War Reserve stocks then forms the initial operating capability for a forward depot and after the operations, the AMC-FWD may assist in reconstitution and retrograde.

Task Organized. The organization is tailor-able; it has a modular design so that the supported commander can call forward specific teams to perform specific missions. AMC planned the organization based on employment of the contingency corps for a Major Regional Contingency, but it can be scaled up or down as required.

Responsive. The military, civilians and contractors of the AMC-FWD are immediately available for deployment. The initial operating capability is prepared to deploy within 72 hours.

Self Contained. AMC is sourcing the strategic contingency AMC-FWD mostly with AMC personnel. Additional capabilities can be easily added using contractors, Host Nation Support and Reserve Component units and Individual Mobilization Augmentees (IMA).

Compact Signature. To the maximum extent possible, the AMC-FWD will be self-supporting and impose a minimum burden on the supported commander. The AMC-FWD will depend on the supported commander for force protection and possibly for facilities and logistics support.

AMC-FWD Areas of Responsibility

Figure 19-2 shows areas of responsibility for the Theater AMC-FWDs . The Theater AMC-FWDs are peacetime organizations that control all AMC activities in theater and plan support of military operations with the supported Commanders-in-Chief (CINCs) and ASCC. During operations, the Theater AMC-FWDs will deploy with their supported command and call forward augmentation as required. Usually the AMC-FWD is assigned to the senior Army logistics command, either a Theater Support Command (TSC) or a Corps Support Command (COSCOM).

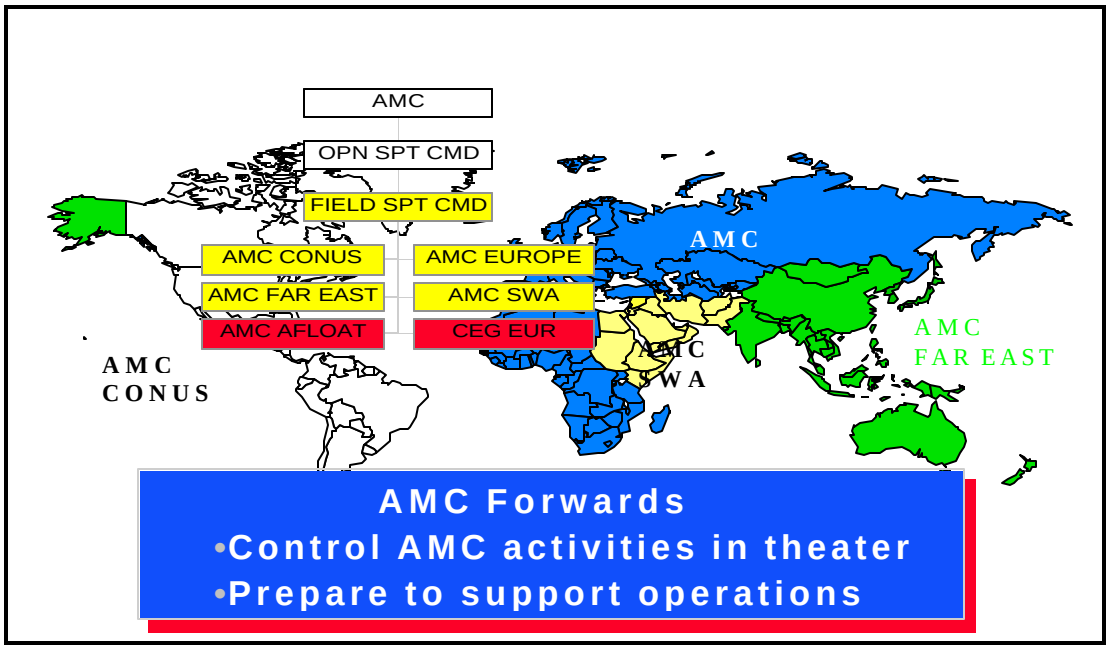

Figure 19-2. Theater AMC-FWD Areas of Responsibility

The U.S. Army Field Support Command (FSC), headquarters located at Rock Island, Illinois, is a one-star command that reports to the Commander, Operations Support Command. There are six Army Materiel Command (AMC) subordinate organizations: AMC-CONUS, AMC Forward-Europe, AMC Forward-Far East, AMC Forward-Southwest Asia; plus AMC Combat Equipment Group-Europe (AMC CEG-E)and AMC Combat Equipment Group-Afloat (AMC CEG-A), each headed by a command-designated Colonel, who reports directly to the Commander, Field Support Command. The FSC has activities located in 15 countries around the world.

AMC-FWD-CONUS is located at Fort McPherson (FORSCOM). AMC-FWD-CONUS is responsible for CONUS operations (e.g. disaster relief), the US Atlantic Command (USACOM) region, the Southern Command (SOUTHCOM) region, and Central Command (CENTCOM) region. AMC-FWD-CONUS is documented on the Field Support Activity Logistics Support Activity (LOGSA) TDA. Recent operations include Haiti, DESERT THUNDER, western wild fires, ice storms and hurricanes, and support to exercises to include INTERNAL LOOK, ROVING SANDS, and BRIGHT STAR in Egypt.

> Note that because AMC-FWD-CONUS was in Haiti it could not deploy to Vigilant Warrior in SWA, which happened at the same time in the fall of 1994. Instead, AMC deployed the strategic AMC-FWD.

AMC-FWD (Europe) is located in Seckenheim, Germany. AMC-FWD EUROPE is a separate reporting activity (SRA) with the largest peacetime staff. AMC-FWD EUROPE area includes the European Command (EUCOM) AOR, which is Europe and parts of Africa. It currently is operating in support of operations in Hungary, Croatia, Bosnia and Macedonia. Another recent operation was conducted in Central Africa (Rwanda).

AMC-FWD (Far East) (AMC-FWD FE) is located at Camp Market, South Korea, about twenty miles southwest of the capital city of SEOUL. Although headquartered on the Korean peninsula, AMC-FWD FE's area of responsibility encompasses the entire Pacific Rim, including Alaska, Hawaii, Northeast Asia, Southeast Asia, Australia, and New Zealand. Like the other AMC-FWDs, it is documented on the LOGSA TDA.

AMC-FWD (Southwest Asia) (AMC-FWD SWA) receives, stores, maintains, accounts for, repairs, and configures prepositioned equipment and supplies to meet requirements in support of the U.S. and allied forces. Oversee maintenance and supply service programs to ensure operational readiness of APS-5 materiel for use by the CINCs during contingencies or exercises. The two key subordinate organizations for this element are Combat Equipment Battalion-Kuwait and Combat Equipment Battalion-Qatar. APS-5 encompasses stocks in Southwest Asia. One brigade set of materiel is stored in Kuwait. Another brigade set of materiel and a Division Base (-) are stored in Qatar. Plans call for possibly storing another brigade set in the region at a future date. Additional operational project stock materiel is stored in other countries.

AMC-FWD Organization

In peacetime the four Theater AMC-FWDs (Europe, Far East, SWA and CONUS) will serve as the forward elements, which can be augmented from the strategic base and will be structured similar to that shown in Figure 19-3. AMC-FWD CONUS supports CONUS operations plus USACOM and USCENTCOM.

The AMC-FWD Office at LOGSA (located at Redstone Arsenal, AL) is the program manager and provides staff support (S1, S2, S3, S4) to deployed AMC-FWDs. Although individuals may deploy, the Program Management Office itself remains in CONUS to identify materiel and personnel required to support the deployed AMC-FWD. In peacetime it is an operations and planning cell, responsible for resources, maintaining the TDA, planning and exercises.

The command group includes G1 (Personnel), G2/3 (Intelligence/Operations) and G4 (Logistics) plus a Headquarters and Headquarters Detachment (HHD) to control the full-up AMC-FWD. Sub-modules can also be used to backfill numbered (TOE) units such as Theater Support Commands.

The Logistics Assistance Division (LAD) is responsible for management of the worldwide Logistics Assistance Program (LAP). The LAP is comprised of LAOs and LARs that provide a centralized point for the collection and exchange of logistics and readiness intelligence in support of the AMC-FWD during peacetime and mobilization. During deployment of an AMC-FWD, and upon mobilization of the forces, LARs' deploy with their respective units in "tailor-able packages" and function in a support role to the AMC-FWD. The LAP provides commanders with the technical guidance to resolve logistical problems.

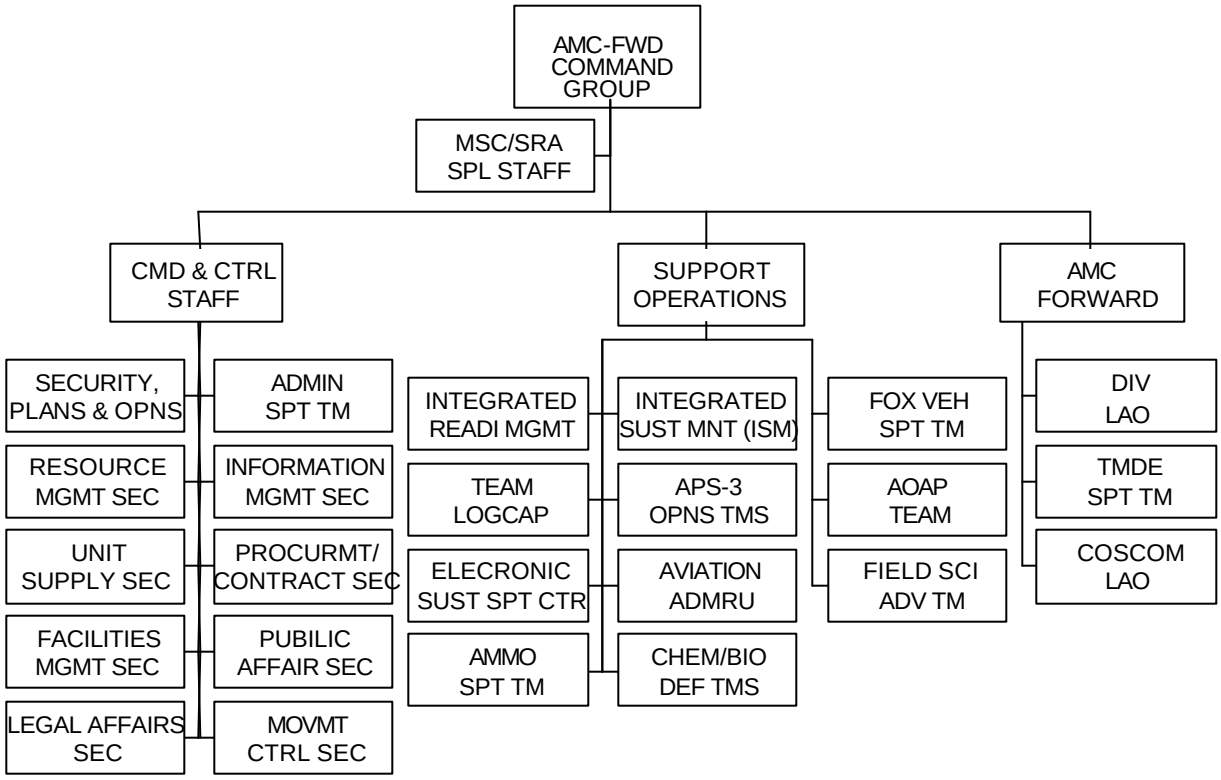

Figure 19-3. AMC-FWD Organization

The initial mission of the Maintenance Division is to transition the Army War Reserve stocks from AMC to the using units. After the hand-off, it performs depot level and overflow maintenance on selected weapon systems (based on the supported commander's critical item list). The Division may work with Combat Service Support units at Forward Repair Activities. After the operations, it assists units to retrograde materiel and reconstitutes the AWR.

The Readiness Division includes weapon system readiness support drawn from our commodity commands. The division includes equipment specialists from the commodity commands plus contractor SUSTAINMENT maintenance.

Deployment of the AMC-FWD

AMC has assumed a bare base as a worst-case scenario for all of its AMC-FWD deployment planning. The forward AMC-FWDs are the foundations on which AMC will pull from to establish the contingency AMC-FWD TDA when it is called forward by the supported commander.

The Logistics Assistance Representatives (LAR) and key roster AMC-FWD personnel (e.g., the Tactical Operations Cell and Army War Reserve hand-off team) will be **Emergency Essential** and will have organization clothing and individual equipment. CONUS based follow-on deployers and replacements will process through a CONUS

Replacement Center (CRC). LES-Europe and AMC-FWD-Korea LARs will mobilize from Europe and Korea respectively. The civilians and contractors will receive Preparation for Overseas Movement (POM) very similar to that given the military.

The planned strength of the AMC-FWD is approximately 1591 plus Logistics Assistance Representatives and TMDE support teams assigned to combat units, plus LOGCAP contractors, as determined by the TSC/ASCC. Additional contractor personnel could be assigned to the AMC-FWD for management oversight. These additional resources include PEO Prime Vendor Support contracts The AMC-FWD can be scaled to fit any situations. A flexible AMC-FWD structure allows the supported commander to call forward required capabilities - not the entire element. Options have ranged from one person in Macedonia to 3000+ for a Major Regional Contingency (MRC) like Desert Storm. Remember, the supported commander calls forward capabilities as required based on the situation - Mission, Enemy, Terrain, Troops, Time and Civilians (METT-TC). The AMC-FWD is a contingency organization. All positions on the AMC-FWD TDA, except one (LTC Plans Officer), are identified as required, not authorized. HQ US AMC has designated a LTC Plans Officer position on the TDA to be authorized. This establishes the TDA as an active Army organization vice Mob TDA; this can be activated by the CG US AMC. Positions on the TDA coded as JTOC (Jump Tactical Operation Center) or Core are sourced via crosswalk to the US AMC organization TDA owning the unique skill or specific technical center of excellence.

The bottom of Figure 19-4 shows the expected AMC-FWD deployment flow. First to deploy are the LARs followed by the initial operating capabilities (e.g., Tactical Operations Cell and Army War Reserve hand-off team) followed by the readiness teams from US AMC's commodity commands and the sustainment maintenance depot, the Reserve Components (e.g., Aviation Classification Repair Activity Depot - AVCRAD) and contractors.

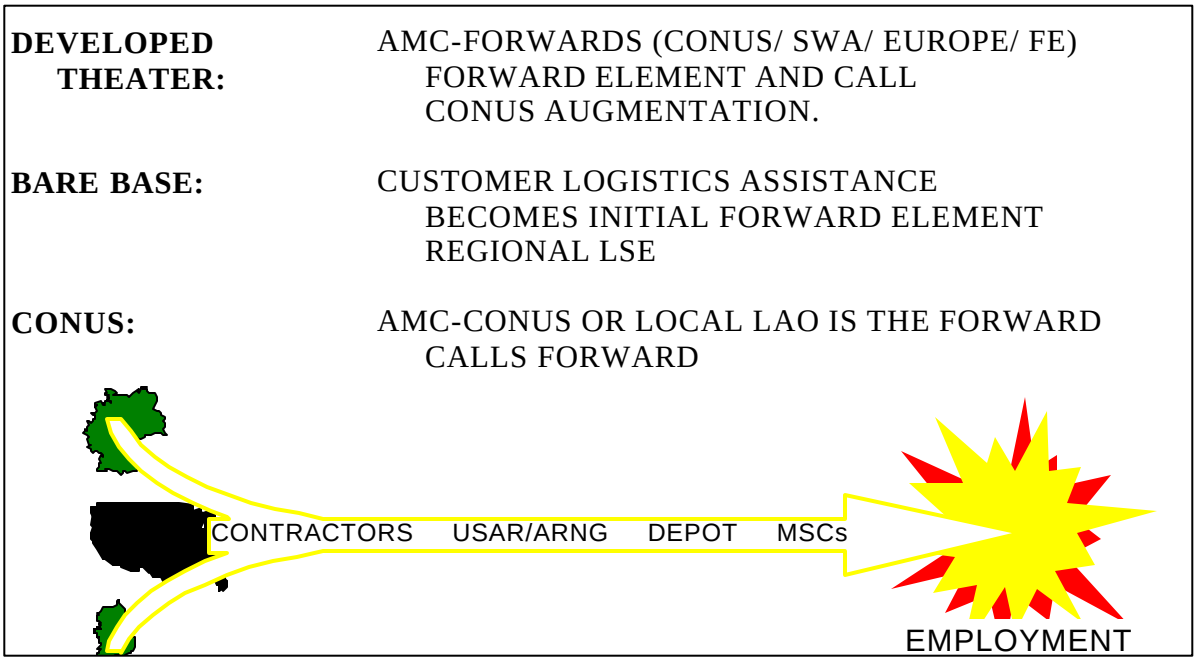

Figure 19-4. AMC-FWD Deployment

Recent AMC-FWD Deployments: 1990-1998

Operation Desert Storm

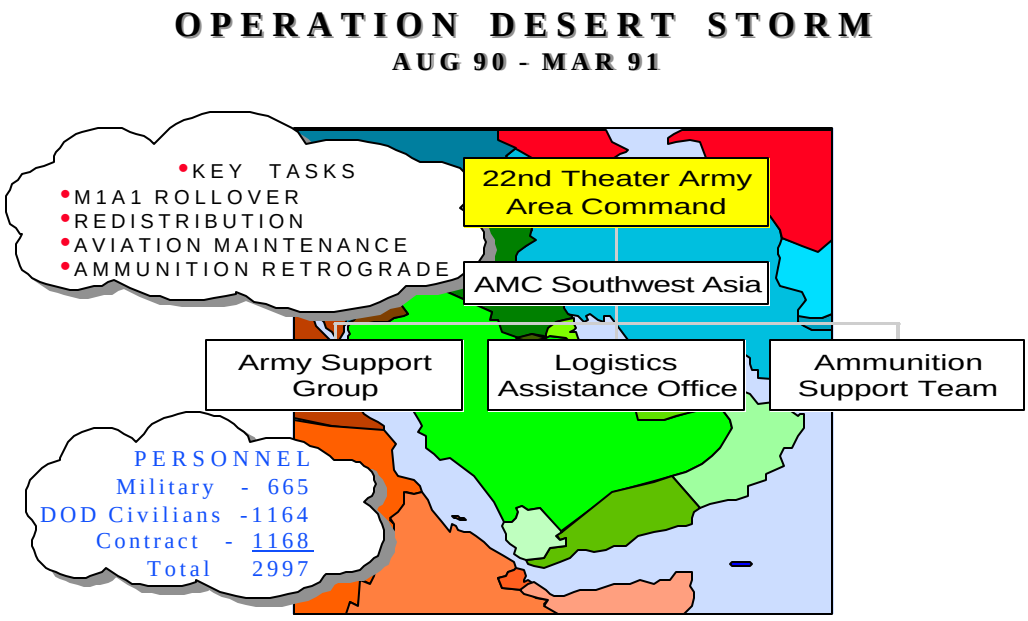

Figure 19-5. AMC-FWD Support to Operation Desert Storm

In Operation Desert Storm, AMC quickly realized that the command had to speak with one voice. In mid August 1990, it deployed Logistics Assistance Representatives and established an AMC-Forward element (essentially a Logistics Assistance Office) in accordance with US AMC plans. Soon, HQDA and the combatant commander asked US AMC to upgrade the M1 tank, perform aviation maintenance, contract for support of high technology, low-density weapon systems and a variety of other new missions. In September 1990, the Depot System Command (now Industrial Operations Command) started planning for an Army Support Group to control all US AMC efforts in the Gulf. By the start of the ground war at the end of February 1991, the group numbered over 3,000 people. (Figure 19-5.)

With the end of the ground war, the Support Group's mission shifted abruptly from theater sustainment to support of redeploying forces. The component repair and Reparable Exchange Activity missions rapidly declined. The focus of maintenance operations became twofold: assisting the theater in preparing equipment for retrograde movement and supporting line haul and materials handling equipment. The supply mission shifted almost entirely to greatly expanded retrograde mission performed by the newly created Saudi Arabian Redistribution Facility. The group used the automated retrograde processing program format adapted from the European Redistribution Facility.

By the end of the retrograde, February 1992, the Army Support Group had issued over 1,600 items from its Reparable Exchange Activity and processed over 23,000 retrograde lines. The Army Support Group also repaired 43,000 items, including over 12, 000 pieces of chemical defense equipment, 9,000 weapons and 3,500 automotive

components. The M1 rollover team upgraded 1,100 tanks. The group also supervised painting 8,000 VII Corps vehicles with desert tan chemical agent resistant coating.

Hurricane Andrew

In August 1992 Hurricane Andrew struck Florida south of Miami and then continued across the gulf and struck Louisiana. The Second Army took the lead and the Fifth Army provided support to Louisiana. A task force of up to 6,800 active duty soldiers from the XVIII Airborne Corps deployed to Florida.

The alert to mobilize and deploy the Logistics Support Element came Friday evening, 28 August 1992. The US AMC mission was to establish and operate a depot system to support the military units and a humanitarian relief depot for the donated goods that were beginning to flood into the storm damaged area. Within hours, US AMC personnel were in Miami. They formed the initial element of the AMC-FWD, setting up in an empty hangar at the Miami International Airport. The first task was to establish a framework and write operations orders for the humanitarian depot. MG Arwood was the commander.

The AMC-FWD civilians came mostly from the Depot System Command (now Industrial Operations Command), plus 27 people from the Defense Logistics Agency. In addition, (as shown in Figure 19-6) the 724th Main Support Battalion from Fort Stewart, the 533rd Transportation Company from Fort Benning and the 365th Transportation Company from Fort McClellan were attached to the AMC-FWD. The 80th Ordnance Battalion from Fort Lewis deployed its command element to augment the hub depot and control the other attached units.

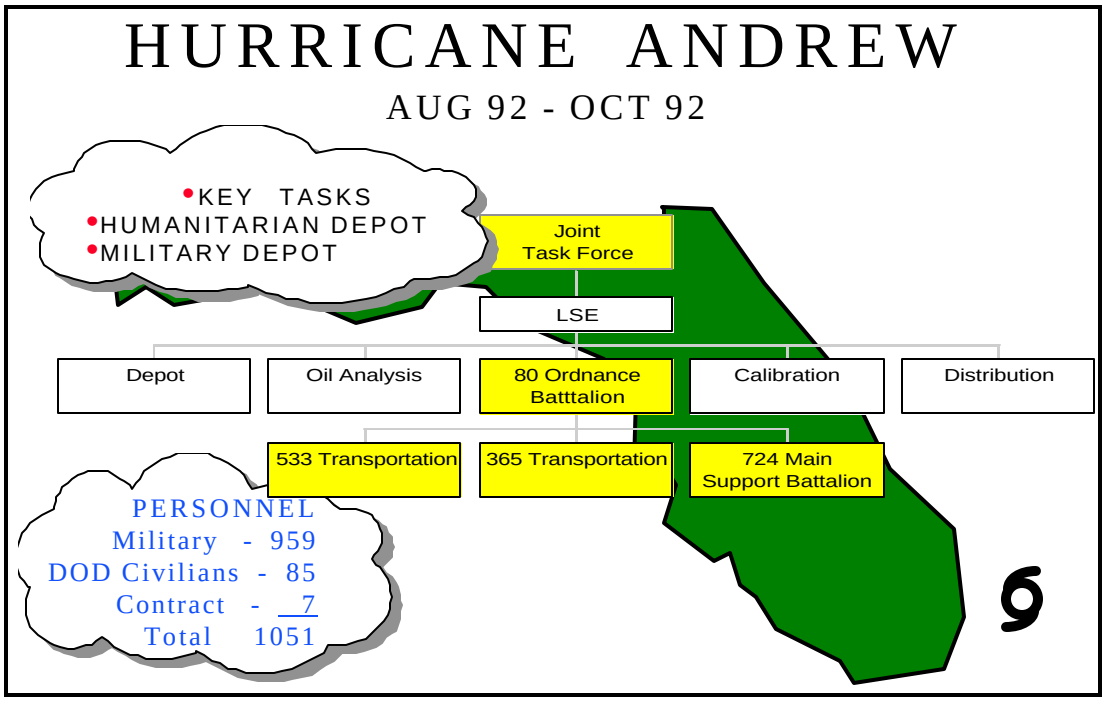

Figure 19-6. AMC-FWD Support to Hurricane Andrew

The state established the Florida relief center at the West Palm Beach fairgrounds, about 100 miles north of the disaster area. This was done primarily because the first trucks drove directly to the disaster area, adding to the confusion and traffic congestion. The AMC-FWD relieved the state and established forward humanitarian depot sites at Cutler Ridge, Homestead and for a time, Florida City. The forward depots received, and issued donated clothing, food, diapers, building materials and many other items. In early September, the forward depots were receiving a peak of more than 100 tractor-trailer loads a day. In October 1992, the military turned-over operations to the state.

AMC-FWD Support in Rwanda

In July 1994, civil war in Rwanda caused a massive flow of refugees with the worst condition in Goma, Zaire. The U.S. and other nations provided humanitarian assistance called Operation Support Hope. On 18 July 94, US AMC alerted the Logistics Support Element - Europe to coordinate plans with the task force. AMC appointed BG Gerald as the commander of AMC-FWD-Europe and he deployed to Europe with key personnel. (Figure 19-7.)

The main mission was to prepare to hand-off humanitarian materiel from the pre-positioned ships, including water purification and distribution systems. The first person to deploy was a Logistics Assistance Representative to support the reverse osmosis water purification units in Goma, Zaire. While AMC-FWD-Europe was coordinating and planning, US AMC rostered the hand-off team and developed procedures. 122 personnel were alerted and the first increment moved through Aberdeen Proving Ground for the issue of clothing and individual equipment. They then waited to be called forward by Military Traffic Management Command (MTMC) and 7th Transportation Group. Logistics Assistance Representatives and others were standing by in Europe.

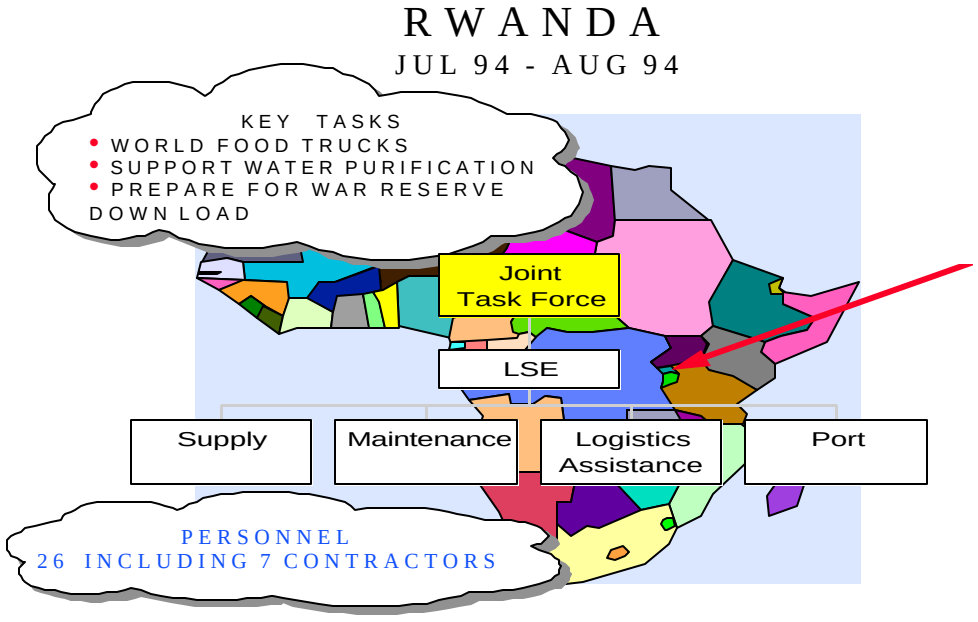

Figure 19-7. AMC-FWD Support to Operation Restore Hope

In early August 1994, 26 people deployed, one in Goma and 25 in Mombassa, Kenya, including 7 contractors. The main accomplishment was to validate that 90%+ of the equipment on the ships was fully mission capable. US AMC also processed vehicles for the World Food Organization. The main lesson learned was the need for contingency contracts. Although the AMC-FWD did not hand off the APS-3 stocks or operate a humanitarian depot, it did demonstrate the force projection characteristics of anticipation, responsiveness and agility.

AMC-FWD Support to Operation Joint Endeavor

In December 1995, the U.S. deployed the 1st Armor Division to Bosnia to implement the Dayton Peace Accord between the Muslim, Croat and Serbian factions. The map in Figure 19-8 shows the areas controlled by each of the three parties and the three major countries in the Implementation Force (IFOR).

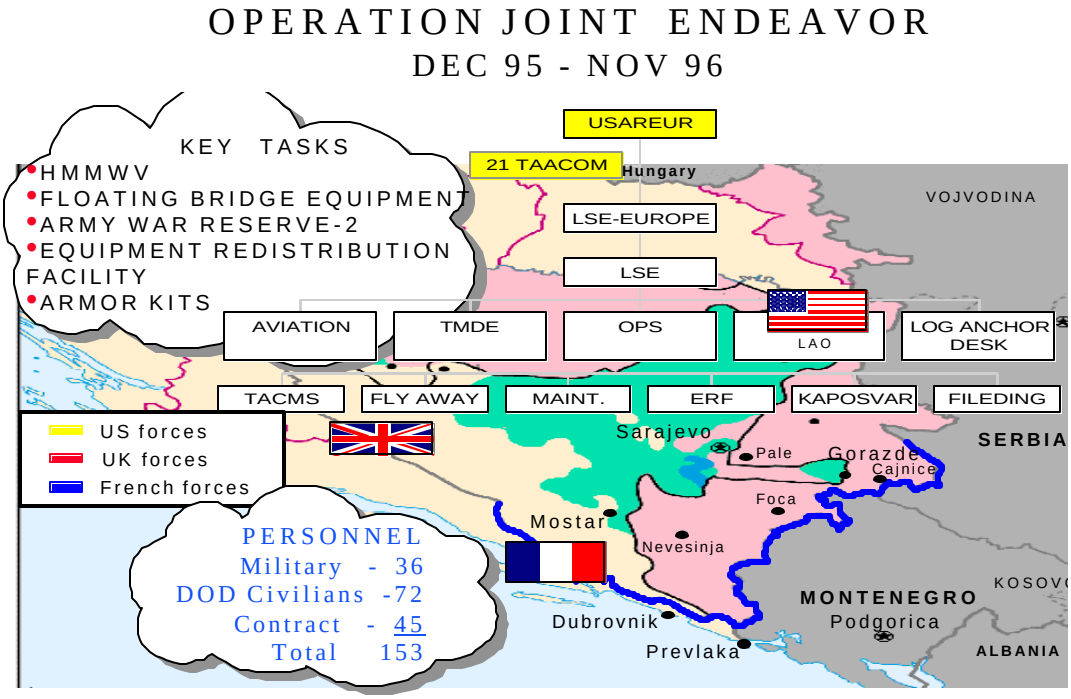

Figure 19-8. AMC-FWD Support to Operation Joint Endeavor

The intermediate supply base was in Kaposvar, Hungary. Although the Logistics Civil Augmentation Program (LOGCAP) was transferred to US AMC during the operations (1 Oct 96), the Corps of Engineers continued to execute through the existing contract with Brown and Root Service Corporation (BRSC). US AMC was on the Army Inspector General team and implemented its findings in the resolicitation of the contract. The main finding was that there should be a single “green suit” focal point. That will be the AMC-FWD Commander.

The AMC-FWD mission is to repair retrograded materiel especially that which is going back into APS-2. (ERF = Equipment Redistribution Facility, which is located in Kaposvar, Hungary).

Operation Desert Thunder

US AMC's mission in Operation Desert Thunder was to provide US AMC support to CJTF-Kuwait and, on order, issue Army War Reserve materiel; execute traditional US AMC operations; and provide administrative control of all US AMC personnel in Kuwait.

During February 1998, US AMC deployed an advance team at the request of ARCENT to review AMC-FWD deployment plans in support of mission requirements. Secondary responsibility was to set up AMC-FWD-Kuwait operations and coordinate main body AMC-FWD JTOC entry by coordinating requests for call forward of US AMC personnel including LARs and contractors. AMC-FWD-Kuwait Commander was COL Warnement.

Although the deployment did not move beyond division (-) size and prepositions ships were not required to be unloaded, AMC-FWD met mission requirements with a reduced AMC-FWD JTOC. On 1 July 1998 AMC-FWD-Kuwait ceased operations.

Summary

Firstly, the AMC-FWD provides direct, positive contact with the customer. The AMC-FWD commander, working for the TSC commander, coordinates directly with the customer and responds to his requirements and desires.

Secondly, the AMC-FWD can fill the gap between theater logistics requirements and the capabilities of existing TOE units on the ground. It can perform US AMC mission 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 AMC-FWD can also assist with supply redistribution, and retrograde operations.

Thirdly, the AMC-FWD is the forward element of the US AMC national logistic base. The AMC-FWD can provide many of the same support capabilities forward to the theater of operations that US AMC provides in CONUS. By performing support forward, the AMC-FWD shortens the logistics pipeline and positively impacts upon unit readiness.

Finally, US AMC is the Army executive agent for maintaining and handing-off Army Propositioned Stocks (APS). US AMC will use the AMC-FWD to hand-off these packages to deploying/deployed units to use in combat operations.

The AMC-FWD is the key to force projection logistics. It commands and controls all US AMC activities in theater and presents a single US AMC face to the Army Service Component Commander. It integrates Army War Reserve, ISM and LOGCAP. When combined with the other pieces of the logistics puzzle, it truly is the CONUS base forward.

LOGISTICS CIVIL AUGMENTATION PROGRAM

Background

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 Department of the Army (DA) Deputy Chief of Staff for Logistics is the approving authority.

The Army continually seeks to increase its combat potential within peacetime resource allocations. It achieves this goal by obtaining augmentation support from external sources in the areas of logistics, engineering, and construction support. Host nation or regional nation assistance is one method of support obtained through Government-to-Government negotiations. LOGCAP provides another augmentation alternative, by capitalizing on the civilian sector in both CONUS and overseas locations.

What is LOGCAP?

LOGCAP is a Department of the Army (DA) capstone program, but it can support any U.S. entity. The LOGCAP concept is to pre-plan for the use of global corporate resources to support contingency operations worldwide by augmenting Combat Support/Combat Service Support (CS/CSS) force structure capabilities. Some examples of augmentation contracts that fall under the LOGCAP program are pre-planned weapons system sustainment contracts, ASCC contingency contracts, and the US AMC Support Contract.

The fundamental goals of LOGCAP are to:

- Plan during peacetime for the effective use of contractor support in a contingency or crises.
- Leverage global/regional corporate resources such as engineering, construction, and support multipliers.
- Provide an alternative augmentation capability to meet CS/CSS shortfalls.
- Provide a quick reaction to contingency or crisis requirements.

Typical LOGCAP Mission

Plan for and, on order, within 15 days initiate specified logistical and construction support for 180 days to a force of up to 20,000 troops arriving through air and seaports of debarkation. Provide support in one rear and four forward areas. Be prepared to extend operations beyond 180 days for up to 50,000 troops.

LOGCAP links supported commands to worldwide industrial and other civil sector resources, thereby augmenting US forces with a flexible commercial capability to support operations. While primarily focused on support to US Army forces, LOGCAP can provide support to other US military services coalition and /or multinational, and other Government/non-government agency components in support of joint, combined, coalition, and/or multinational operations, including those other than war such as peace operations or humanitarian assistance missions.

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, if alternatives are not available. **LOGCAP does not replace force structure; it is an alternative augmentation capability**. LOGCAP focuses on base/logistics camp construction; base/logistics functions such as ration support, equipment maintenance, supply operations, field services, and other logistics services such as transportation. The Army uses LOGCAP to augment organic planning and CS/CSS capabilities, supporting DoD missions, when it is expeditious or cost effective to do so.

LOGCAP Support Contract

The US AMC LOGCAP Umbrella Support Contract is one of the many contingency contracts that fall under the auspices of the LOGCAP 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 Combatant Commanders / ASCCs.

The US AMC Field Support Command is the proponent for the US AMC Support Contract and directs both the planning and execution functions through the Theater Logistics Support element (AMC-FWD). The AMC-FWD functions as they apply to LOGCAP are to:

- Advise the Combatant Commander/ASCC/TSC and appropriate staffs on alternate means to satisfy CS/CSS requirements.
- Provide a single focal point in theater responsible for the central oversight management of the US AMC Support Contract.
- Deploy and provide the structure for centralized US AMC Support Contract execution oversight.
- Promote and proliferate knowledge and information regarding LOGCAP capabilities and specifically to include the US AMC Support Contract as the umbrella contract under the LOGCAP capstone program.

As the in-theater focal point for LOGCAP, **the AMC-FWD commander ensures that the planning and execution of LOGCAP is synchronized to respond to the requirements of the theater commander.**

The US AMC Support Contract Statement of Work (SOW) consists of several planning requirements:

- The Worldwide Management Plan describes hoe the contractor intends to carry out its LOGCAP tasks (logistics and engineering/construction services).

The Program Manager (PM) LOGCAP and the contractor develop generic plans that can be tailored to specific requirements depending on the geographic location and contingency level mission. These plans include:

- Generic Undeveloped Country Management Plan
- Generic Developed Country Management Plan
- Regional (area oriented) Management Plans
- MACOM and ASCC Specific Plans

The generic plans provide the baseline for the contractor support and can be tailored to meet specific requirements for the US Army and other US services and agencies. LOGCAP may also support coalition action or other international forces that serve US interests.

During the annual LOGCAP Worldwide Requirements Conference (LWRC) and Regional Reviews, these plans are reviewed and used to enhance the customer's planning support through the identification, revision, prioritizing of DA funding for potential CS/CSS LOGCAP planning requirements.

Capabilities

The US AMC LOGCAP Umbrella Support Contract provides a generic capability plan for receiving, housing, and sustaining 25,000 troops in eight base camps, for 180 days. Fifteen days after notification for use, the contractor is required to receive and support 1,500 troops per day. Thirty days after notification, the contractor is required to support 25,000 troops in one rear and seven forward base camps for up to 180 days with options to increase the size of the supported force to 50,000 troops beyond 180 days. Support for each camp may include, but is not limited to:

- Billeting
- Mess Halls
- Food Preparation
- Potable Water
- Showers
- Laundry
- Transportation

- Utilities
- Sanitation
- Other Services (Mortuary Affairs, Postal, Banking, etc.)

In addition to facilities services and logistical support services, LOGCAP may also provide contingency equipment and labor pools to perform labor intensive, non-combat missions for the customer. Examples of this are:

- Support to arriving forces at aerial ports of debarkation (APODS) and seaports of debarkation (SPODS).
- Force Sustainment
- Retrograding Equipment and supplies
- Construction support
- General Logistics Services
- Augmentation to Engineer Units
- Facility Engineer Support

LOGCAP's generic support plans provide a baseline for the customer to

determine specific LOGCAP support requirements. The supported MACOM/ASCC commander will provide a concept of operations and a scope of work to enable the LOGCAP contractor to tailor capabilities to meet their needs.

In Depth: Decision Process, Funding, and Execution

The LOGCAP Umbrella Support Contract customers (MACOM/ASCC) will review OPLANs and program requirements and determine which requirements and CS/CSS functions (services) can and should be accomplished by the LOGCAP contract. They will then rank contract requirements and develop a LOGCAP Support to incorporate contractor augmentation support into OPLANs. Although CINCs may request LOGCAP support, the use of the LOGCAP contract to fill requirements is a HQ DA decision. All aspects of contractor involvement provided under LOGCAP should be reflected in OPLANs to permit rapid integration of contractor support into the force, when required. These OPLANs should address topics suck as locations, support requirements, contractor mobilization periods, etc.

Once the Army recognized that it has a logistics or engineering/construction requirement, it proceeds to determine the method (or combination of methods) to meet it. A logistical decision process based on the customer's mission analysis is used. First, the customer determines whether the support requirements should be met by using its own forces. In making this determination, several factors are considered. The more significant factors and associated questions are:

Unit Availability

- Can this function be accomplished with Army personnel?
- Are the requisite number and types of support units ready and available to meet the requirement? If so, can the unit arrive in the theater when needed?
- Do any of our sister services (USN, USAF, and USMC) have the capability to provide this support?
- Can lines of communication agreements be initiated with our allies to provide this support?

Risk

- Will it be difficult to re-deploy engaged support forces to meet requirements in a major regional contingency? If so, will this difficulty result in an unacceptable risk to meeting the National Military Strategic Objectives?
- How much risk is the CINC willing to accept within a single function? If the Combatant Commander is willing to accept zero risk then the MACOM's option would be limited to US military structure.

Doctrinal Employment

- Will the operating forces requiring the support be employed doctrinally (i.e., as they would in combat)? If not, will the support forces be capable of meeting the requirement?

Strategic Lift

- Is there sufficient strategic lift available to meet the need in the required time frame?

Troop Ceiling

- Under the ceiling, will the required support reduce the number of combat soldiers to an unacceptable level?
- What is the current military presence in the Area of Responsibility (AOR)?
- Is the host nation sensitive to increased military presence? If so, can the mission be accomplished without green suit visibility?

Cost

- Are there more economical alternatives to provide the required level of support?

Once a requirement has been identified, the PM LOGCAP and the Procuring Contracting Officer (PCO), in consultation with the customer, determines if the requirement is within the scope of the LOGCAP Umbrella Support Contract. If it is, the

customer, using the LOGCAP generic support SOWs for guidance, develops a detailed SOW. PM LOGCAP develops the Independent Government Cost Estimate (IGCE), work Breakdown Structure, and Award Fee Evaluation board (AFEB) membership. Independent of the Government actions, the contractor develops a Rough Order of Magnitude (ROM).

The Delivery Order Package is forwarded to the PCO, who awards the Undefinitized Contract Action (UCA)/Delivery Order to the contractor, appoints the AFEB Members/Evaluators/Advisors, and delegates contract administration to the Defense Contract Management District-International (DCMD-I), as appropriate.

Funding

The US AMC LOGCAP Umbrella Support contract is centrally funded and administered by HQ DA, Office of the Deputy Chief of Staff for Logistics. The primary focus is on prioritized peacetime planning to augment logistics, and engineering/construction services, force structure capabilities, and shortfalls for wartime and other contingency operations, as determined by the Combatant Commanders / ASCCs.

HQ DA funds are primarily for worldwide planning efforts. The respective CINC/ASCC usually funds LOGCAP support for non-DA support efforts, exercises, and events. Funding is normally processed using DD Form 448, Military Interdepartmental Purchase Request (MIPR).

Executing

Once the decision to use LOGCAP is made, The Theater Army Service Component Commander (ASCC) forwards a request for LOGCAP to the DA staff. DA DCSLOG will staff the action with the Army staff. If approved, the requirement is passed to the LOGCAP PM. This triggers the notification of Team LOGCAP, to include the contractor, to start parallel planning with the theater-planning cell.

Maximizing LOGCAP's potential

All members of Team LOGCAP are responsible for prior planning and coordination before an exercise or an event to maximize the capabilities of LOGCAP. The following are responsibilities that will maximize LOGCAP's potential as a facilities and logistics multiplier:

- Develop and provide requirements for a Statement of Work (SOW) with the assistance and coordination of PM LOGCAP and the AMC-FWD.
- Include LOGCAP early in the customer's planning process and participate in the LOGCAP Plan Development. Developing a comprehensive LOGCAP support plan in the early stages of contingency planning. This will provide accurate cost estimates, avoid costs associated with contractor mobilization for unnecessary work, and allow the contractor more time to bring reliable subcontractors on board.

- Include LOGCAP participation in exercises. The contractor's support and performance improves with participation in exercises. Skills and knowledge are exchanged, and valuable lessons are learned for future exercises and events.

- Participate in the LOGCAP Award Fee Evaluation Board Process. Customer participation in the process and assessment of contractor performance is key in determining an award fee recommendation.

- Provide funding in LOGCAP execution during an actual contingency. It is highly recommended that customers include their comptroller in the planning cycle when considering the use of LOGCAP support.

- Provide security for LOGCAP contractor personnel during and actual contingency. The LOGCAP contract requires that the contractor be provided theater security throughout the contingency operation.

LOGCAP 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 and alternative augmentation source for filling CS/CSS shortfalls by using contractor expertise and resources when other sources are unavailable. THE US AMC Support Contract is one of the many contingency contracts that fall under auspices of the LOGCAP capstone program.

It is an umbrella contract that focuses on prioritizing peacetime contingency planning for augmenting logistics and engineering/construction services as pre-determined by a Combatant Commander/ASCC. It calls for a commercial vendor to prepare contingency management plans. These plans support specific Combatant Commander/ASCC pre-identified requirements. The contractor provides expeditious logistics and engineering/construction augmentation support upon deployment with reasonable assurance of success and within reasonable cost. The AMC-FWD provides a single focal point in-theater for centrally managing LOGCAP during planning and execution. The AMC-FWD in conjunction with the PM LOGCAP advises the Combatant Commander /ASCC/TSC on alternate means to satisfy CS/CSS requirements and promulgates and proliferates knowledge and information regarding these measures.

Chapter 19 Homework Assignment
Logistics Augmentation

Manuals Required to Complete Homework: FM 63-11.

1. The mission of the United States Army Materiel Command's (USAMC) AMC-Forwards (previously called Logistics Support Element)LSEs) is _____ _____ _____ _____ .

Ref: FM 63-11, p1-1

2. Strategic logistics agencies--_____, _____ _____,_____,and_____ receive and fill all requisitions from both forward-presence and CONUS-based deploying forces.

Ref: FM 63-11, p1-6

3. The AMC-FWDs can provide many of the same support capabilities forward to the theater of operations that _____ provides in CONUS. By performing support forward, the AMC-FWDs shorten the logistics _____ and positively impacts readiness.

Ref: FM 63-11, p2-1

4. The AMC-FWD is a _____ , civilian-dominant TDA organization which provides_____ 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 _____ or operate independently as the theater logistics C2 element. Its functional areas retain technical lines with USAMC major commands.

Ref: FM 63-11, p2-1

5. The four peacetime Foundation AMC-FWDs are:

a. _____

b. _____

c. _____

d. _____

6. The early entry portion of the AMC-FWD Tactical Operations Cell (TOC) is designated as the Jump TOC.

Name the eight elements that may be included in the Jump TOC.

a. _____

b. _____

c. _____

d. _____

e. _____

f. _____

g. _____

h. _____

Ref: FM 63-11, p2-3

7 LOGCAP is a program to use _____ to augment the force structure to perform _____, _____ and _____. _____ is the Program Manager.

8. Identify and describe the seven characteristics of AMC - FWD

a. _____

b. _____

c. _____

d. _____

e. _____

f. _____

g. _____

9. The AMC-FWD Office at LOGSA is the _____ and provides staff support to deployed AMC-FWDs. Although individuals may deploy, the _____ itself remains in CONUS to identify materiel and personnel required to support the deployed AMC-FWD.

10. 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_____ is the proponent.

Ref: FM 63-11, pE-1

11. AMC has a role at the _____, _____, and _____ level

12. During a contingency, the CINC/ASCC normally establishes an acquisition review board to determine the optimum means for satisfying CS/CSS requirements based on _____,_____,_____,_____,and _____.

Ref: FM 63-11, pE-1

13. The four fundamental goals of LOGCAP are to:

a.

b.

c.

d.

Ref: FM 63-11, pE-2

14. The USAMC _____ is one of the many contingency contracts that fall under the auspices of the LOGCAP 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 unified commanders/ASCCs. This contract calls for a commercial vendor(s) to prepare contingency management plans based on specific _____ pre-identified requirements. It provides expeditious logistics and engineering/construction augmentation support upon deployment with reasonable assurance of success and within reasonable cost.

Ref: FM 63-11, pE-2

15. The USAMC DCSLOG/OPS is the proponent for the USAMC Support Contract and directs both the planning and execution functions through the Foundation AMC-FWD. The four AMC-FWD functions in the LOGCAP are to:

a.

b.

c.

d.

Ref: FM 63-11, pE-3

NOTES