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ARMY FIELD SUPPORT BRIGADE TACTICS, TECHNIQUES, AND PROCEDURES

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Army Field Support Brigade Tactics, Techniques, and Procedures

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Preface

This Field Manual Interim (FMI) provides basic doctrinal discussion on the organization and operations of the newly approved Army Field Support Brigade (AFSB). This FMI's primary target audience includes commanders, the logistics staff of Army field units from the Army Service Component Command (ASCC), their assigned theater sustainment commands (TSC) down to brigade level units, and the associated support battalions. This publication will also serve as a guide for AFSB worldwide employment and for embedding general AFSB information into existing Army institutional training programs.

The AFSB was formed to fill an identified capability gap in centralized command and control (C2) for deployed acquisition, life-cycle logistics and technology (ALT) capabilities. The AFSB combines assets from the U.S. Army Materiel Command (USAMC) and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[ALT]) into a single brigade-level unit that plans for and controls all Army ALT support of the Army force in the operational area. The AFSB also provides common joint, multinational, and interagency ALT support when directed by the joint force commander and ASCC commander.

The AFSB is a small, highly modular table of organization and equipment (TOE) headquarters unit that leverages reach capabilities to provide ALT technical and call-forward support from the national sustainment base. In addition to the small TOE command and staff element, each AFSB has a tailored table of distribution and allowances (TDA) structure and can call forward significant USAMC and ASA(ALT) support capabilities necessary to meet specific mission requirements.

The AFSB is assigned to the USAMC's Army Sustainment Command (ASC) (formerly the Army Field Support Command or AFSC) and operates under the operational control (OPCON) of the Army's regionally focused theater sustainment commands (TSCs), or in some cases, an expeditionary support command (ESC). While operating OPCON to the TSC or an ESC, the AFSB maintains a technical relationship to USAMC and applicable program executive offices (PEO).

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The glossary lists most terms used in this manual that have joint or Army definitions.

This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent for this manual is U.S. Army Training and Doctrine Command (TRADOC). The approving authority is the Combined Arms Support Command (CASCOM) commanding general. The preparing agent is the Acquisition, Logistics and Technology-Futures Office (ALT-FO). The technical review authority is U.S. Army Materiel Command G-3. Send comments and recommendations on DA Form 2028 (*Recommendation Changes to Publications and Blank Forms*) to Commander, U.S. Army Combined Arms Support Command, ATTN: ATCL-ALT-FO, 3901 A Avenue, Suite 137, Fort Lee, Virginia 23801-1899.

Note: by design, this FMI represents "just good enough" doctrine and has a limited focus on AFSB support to deployed Army Forces in overseas contingencies. (Revision of this FMI to a formal field manual [FM] will start 1 year after publication due to the 2-year FMI rescission requirement.) Upon its revision into a full field manual, this publication will be expanded to cover additional AFSB mission requirements to include support to the Army Force Generation (ARFORGEN) process and support to homeland security operations. It will also be expanded to provide more specific ASC and TSC coordination discussion based on programmed ASC and TSC doctrine development actions.

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Chapter 1

The Army Field Support Brigade Organization and Operations Overview

As the Army reorganizes into modular forces, the requirement to transform acquisition, life cycle logistics, and technology (ALT) functions and capabilities have led to new organizations along with new tactics, techniques, and procedures (TTP). The development of the new Army Field Support Brigade (AFSB) and associated TTP provides the operational commander and the senior logistics commander the means to integrate the full scope of logistics support from the tactical to the national strategic level.

MISSION AND RESPONSIBILITIES

1-1. The AFSB deploys in support of the operational headquarters with the mission of providing integrated and synchronized ALT support in the area of responsibility (AOR) under the operational control (OPCON) of the TSC (or ESC). The AFSB is a U.S. Army Materiel Command (USAMC) unit that is assigned to the Army Sustainment Command (ASC). It is the ALT field integrator for the USAMC and the Army Assistant Secretary of the Army for Acquisition, Logistics, and Technology's (ASA[ALT]) ALT field integrator. AFSBs are regionally aligned to an ASCC and focused to serve as the ASC's bridge between the generating force and the operational force. They provide the first stop for coordinating Army ALT capabilities in support of Army Forces (ARFOR). This includes providing contingency contracting and technology support teams to the ARFOR commander at the point of need.

1-2. The AFSB is responsible for the integration of ALT capabilities in support of the operational and tactical level commanders across the full spectrum of military operations. This includes coordinating for ALT strategic reach capabilities via a technical reach or call-forward process. In accordance with its primary mission focus, the AFSB—

- Serves as the single point of contact for ALT support in a specific AOR.
- Integrates and synchronizes ALT support to the ASCC and subordinate ARFOR commanders.
- Administers the Logistics Assistance Program (LAP) to include command and control (C2) of the logistics support element (LSE) and Brigade Logistics Support Teams (BLSTs) supporting the tactical commander.
- Integrates theater support contracting into the overall ALT support plan, in coordination with the ASCC Contracting Support Brigade (CSB) Commander/Principal Assistant Responsible for Contracting (CSB Commander/PARC).
- Is responsible for Logistics Civil Augmentation Program (LOGCAP) programmatic peacetime planning and event management.
- Coordinates Army pre-positioned stock (APS) support to include command over Army field support battalions (AFS Bn) responsible to maintain and issue APS.
- Plans for and provides C2 over USAMC sustainment maintenance.
- Commands and coordinates Army acquisition and materiel fielding support from the Life Cycle Management Commands (LCMCs).
- Coordinates Army technology and science support from USAMC's Research, Development and Engineering Command (RDECOM).
- Coordinates Army test and evaluation (T&E) missions to the deployed commander in coordination with Army Test and Evaluation Command (ATEC).

- Coordinates with PEOs, to integrate and coordinate system contracting support that can include calling forward a PEO operations cell to augment AFSB capabilities.
- Plans for the deployment and reception, staging, onward movement and integration (RSOI) of ALT organizations and individuals during the deliberate and crisis action planning (CAP) processes, under the direction of ASC and in coordination with USAMC major subordinate commands (MSCs)/LCMCs/separate reporting activities, the CSB Commanders/PARCs and non-USAMC acquisition organizations.
- Plans for and coordinates special ALT related support missions such as Army Oil Analysis Program (AOAP), and ammunition support.
- Manages ALT related sustainment, redeployment, retrograde, and RESET operations in theater, in coordination with the TSC/ESC and ASCC.
- Plans the rotation of AFSB/LSE/BLST personnel from the operational area to the continental United States (CONUS) and vice-versa, when necessary and in coordination with U.S.AMC MSCs and LCMCs,
- Maintains APS and theater stay-behind equipment packages and property books.
- Coordinates all external ALT support from and to other Army and strategic partners.
- Coordinates the deployment of all ALT personnel and organizations to include ensuring they are integrated into the time-phased deployment data list (TPFDDL).
- Plans for and manages AFSB and subordinate units (LSE, BLST) personnel rotation as required, in coordination with the TSC/ESC and ASCC along with USMC Headquarters, ASC, LCMCs and other ALT organizations,
- Maintains visibility on all contingency contracts in support of the ARFOR; accounts for and arranges deployment support for contractor personnel who deploy with the force (CDF).

ORGANIZATION AND STRUCTURE

1-3. The AFSB is a modular and highly tailorable organization designed to provide ALT support capabilities needed by Army operational and tactical-level commanders. Modules or teams from the AFSB provide general support (GS) on an area basis to the support Army Forces in area of operations (AO). The AFSB is capable of split-based operations during early entry into theater.

1-4. The AFSB is a mixed TOE 90872G000 and TDA organization. Only the TOE portion of the AFSB is common between different AFSBs. Each AFSB is tailored through its permanent augmentation TDA and contingency TDA and subordinate units as required by mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). Figure 1-1 provides a generic AFSB command, staff, and subordinate unit structure.

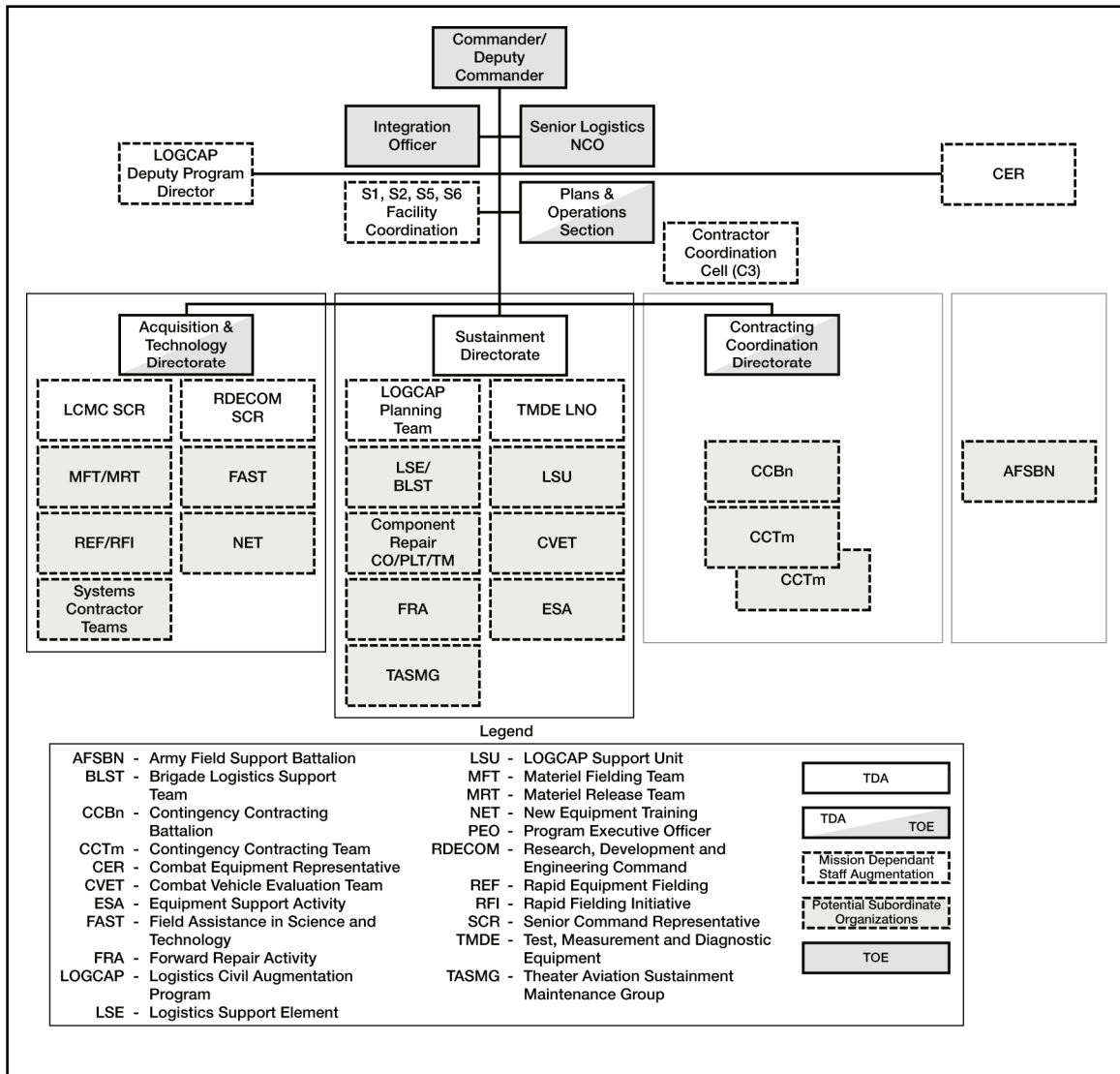


Figure 1-1. AFSB organization chart

COMMAND AND CONTROL

1-5. AFSBs are assigned to the ASC and are normally OPCON to a TSC/ESC. The ASC, formerly known as the Army Field Support Command or AFSC, is an USAMC MSC. The ASC is USAMC's primary command responsible for integrating ALT support to Army operational forces throughout the entire ARFORGEN cycle. The AFSB is the ASC's primary organization responsible for commanding and integrating ALT support at the operational to tactical level.

1-6. When deployed OCONUS, the AFSB is OPCON to the supported TSC, or in some cases, an ESC. These TSCs are senior Army logistics organizations responsible for supporting ASCC logistics requirements. The TSC assigns specific logistics tasks and enforces support priorities as directed by the ASCC commander. Depending on the size of the force and the geographical location(s) of the AOR(s), AFSBs will task organize to meet requirements assigned by the TSC Commander. In small-scale contingencies, the supporting AFSB may also form an early entry module (EEM) that can be placed

OPCON to an ESC. In sustained major operations, the ASC may choose to deploy an additional AFSB OPCON to an ESC under the ADCON and technical oversight of the AFSB providing AOR-wide ALT support. The exact C2 arrangements in these situations are METT-TC dependent.

COMMAND AND COORDINATING STAFF

1-7. **AFSB Commander.** The AFSB commander commands, controls, and directs deployed ALT organizations to accomplish assigned missions. The commander serves as the single ALT and sustainment maintenance authority OPCON to the TSC and as the senior ALT advisor to the ARFOR commander within the operational area.

1-8. **AFSB Deputy Commander.** The deputy commander directs and supervises the planning processes by ensuring staff work conforms to the mission and commander's intent. The deputy commander integrates and synchronizes the ALT support plan and ensures synchronization with the operational commander's concept of operations. The deputy commander supervises staff personnel representing all facets of AFSB operations and ensures the plans and operations (P/O) section provides planning guidance and information to the directorates.

1-9. **Plans and Operations Section.** The P/O section is a TOE organization capable of conducting actions described for the EEM. The section is responsible for providing and gathering information from the directorates in order to keep a running estimate or to update the common operating picture (COP) prior to publishing the AFSB operational plan (OPLAN)/operational order (OPORD). If necessary, the section can provide the AFSB the capability to conduct split-based operations. In the AFSB main CP, this section is responsible for interfacing with the TSC staff, primarily the support operations officer (SPO) and distribution management center (DMC), in order to determine requirements and/or update the LCOP and the commander's critical information requirements (CCIR). The P/O section determines requirements obtained through the running estimate or as requested by the TSC SPO and the operational commander and tasks the directorates for action. The P/O section also normally has an attached contractor coordination cell (3C) responsible for maintaining contract visibility and contractor accountability information.

1-10. **Acquisition and Technology Directorate.** The acquisition and technology directorate provides policy, planning, and guidance to deployed teams under AFSB control. It consists of a systems acquisition plans officer (51A), a uniformed Army science officer (51S), and a uniformed T&E officer (51T) (provided by ATEC). This directorate can also be augmented by one or more staff members from the LCMCs, RDECOM, and other ALT organizations that will assist in the oversight of one or more of the following acquisition and technology functions: field assistance in science and technology (FAST), science and technology assistance teams (STAT), materiel fielding team (MFT), new equipment training (NET), rapid equipment fielding (REF), field software engineering (FSE), and services. This directorate also coordinates any deployed Army T&E requirements with USATEC. Additionally, the directorate participates in OPORD/OPLAN development and assists the 3C in contractor accountability. It advises the commander on acquisition and technology insertion issues and provides reach/call-forward of acquisition and technology capabilities (from the appropriate agency or command).

1-11. **Sustainment Directorate.** The sustainment directorate is made up of METT-TC driven TDA staff and will normally include a dedicated LOGCAP planner. The sustainment directorate provides policy, planning, and staff oversight of the LSE, BLSTs, and USAMC forward deployed sustainment elements deployed under AFSB control. The sustainment directorate, in coordination with the contracting coordination directorate, also assists in the planning and management of LOGCAP support. Additionally, the directorate participates in OPORD/OPLAN development and assists the 3C in contractor accountability. It advises the commander on sustainment issues and provides reach/call-forward capabilities from the appropriate agency or command.

1-12. **Contracting Coordination Directorate.** The contracting coordination directorate consists of one contracting planning officer (51C), but can be augmented with additional LOGCAP and other contracting planning personnel as required. This cell is the AFSB's primary liaison to the regionally focused ASCC CSB Commander/PARC. This directorate assists both the CSB Commander/PARC and the ASCC G-4 in developing the theater contracting support plan (CSP), policies and procedures. It also assists in managing

contingency contracting battalions (CCBn) and subordinate senior contingency contracting teams (SCCT) and/or contingency contracting teams (CCT) deployed under AFSB control. Additionally, this directorate assists in LOGCAP planning: not only to ensure that LOGCAP is properly integrated into theater support, but also that LOGCAP support is integrated within the CSP or addressed separately as its own OPLAN appendix. It advises the AFSB commander on theater support contracting issues and coordinates with the CSB Commander/PARC for reach/call-forward of theater support contracting capabilities.

1-13. **LOGCAP Deputy Program Director.** The LOGCAP deputy director is a special AFSB staff member who is attached to the AFSB when there is a significant LOGCAP planning and management requirement in the operational area. This individual serves as the senior LOGCAP advisor to the AFSB, TSC, ASCC, and combatant commander (CCDR). This individual also leads the team LOGCAP effort and serves as LOGCAP procurement contracting officer in the operational area. The LOGCAP deputy director's specific duties also include overseeing LOGCAP contract management and administration, conducting task order change management, assisting in requirements planning and management, and providing cost management acquisition information as required.

1-14. **Combat Equipment Representative.** The CER is a special staff member that is attached to the AFSB when a major APS planning and management mission is in the operational area. The CER is the senior APS advisor to the AFSB, TSC, ASCC, and CCDR commanders. The CER coordinates reception and issue of major end items and limited secondary items from the APS to the operational area. The CER also calls forward APS equipment via the ASC from the strategic base (A/SPOE) or forward operating base(s) in the operational area before releasing the items to the unit. The CER works closely with the sustainment directorate during RSOI operations and may be part of the AFSB EEM during early entry operations.

PRIMARY FUNCTIONS AND CAPABILITIES OVERVIEW

1-15. **Contractor personnel Accountability/Deployment Support and Contract Visibility.** A key AFSB capability is to maintain accountability of all Army contractor personnel who deploy with the force as well as visibility of all Army contracts in the operational area. The AFSB does this through the attached 3C. Initially chartered by the USAMC to process, track, and account for U.S. Army contractors supporting the Army Central Command (ARCENT) operations and/or systems employed in the AOR, the 3C since has evolved into a officially approved TDA/contractor personnel organization that is attached to the AFSB to provide CDF accountability, tracking, and deployment support and to capture key contract information in support of the TSC and operational commander. More information on this area can be found in chapter 3 and appendix D of this FMI and in FM 3-100.21.

1-16. **Army Test and Evaluation.** An ATEC representative may collocate with the AFSB to integrate developmental testing, operational testing, independent evaluations, and assessments into ongoing operations. Its T&E services are extended to all of Department of Defense (DOD), other Federal agencies, state and local governments, foreign and allied governments, and private industry. ATEC will deploy technical teams to determine feasibility, operability, and capability on the battlefield and provide their findings to the commander and LCMC community. More detailed discussion of AFSB T&E functions can be found in chapter 3 of this FMI.

1-17. **AFSB Acquisition and Technology Functions.** The AFSB will coordinate and command all materiel fielding organizations (MFT, NET, REF) as well as Army science and technology functions in the operational area. This command relationship does not include authority to change the specific mission requirements of these teams. Technical authority remains with the parent headquarters. These functions are very much METT-TC driven, but can provide the operational commander key support and/or new capabilities. More detailed discussion of AFSB acquisition and technology functions can be found in chapter 3 of this FMI.

1-18. **System Contract Support.** The AFSB, through its subordinate LSEs and BLSTs, assists the PEO and subordinate program management offices (PMOs) in providing system contract support to new or partially fielded systems. In some cases, utilizing deployable system contract support personnel, often referred to as field service representatives (FSRs), the PEOs/PMs provide technical and in some cases (for

example, Stryker) complete maintenance support to selected weapon and other major military systems. More detailed discussion on system contract support can be found in chapter 3 of this FMI and FM 3-100.21.

1-19. Army Prepositioned Stock Support. The APS program supports the expeditionary Army via pre-positioning critical warfighting stocks in strategic locations worldwide to reduce deployment response times for the joint force commander. In operations that have an APS mission, the AFSB will be augmented with a CER special staff member who is responsible to coordinate APS support via an attached AFSB. The APS program is evolving, with equipment redistributed and reconfigured to support a modular force. The AFSB APS focus is on pre-positioned sets—planning and execution, employment considerations, on-site support, redeployment, reestablishing property accountability, and reconstitution/RESET. The AFSB unit responsible for the APS mission is the AFSBn. Additional discussion of APS support can be found in chapter 4 of this FMI and in FM 3-35.1 (currently under development, FM 3-35.1 will incorporate the current FM 100-17-1 and FM 100-17-2).

1-20. Logistics Assistance Program. The AFSB provides C2 and management of the deployed LSEs and BLSTs. The LSEs and BLSTs may receive additional capability individuals or teams (for example, sustainment maintenance, external support maintenance contractors) to accomplish a contingency mission or surge to meet a current mission. The LSE is capable of split-based operations and provides GS LAP support to organizations that do not have a direct support (DS) BLST. Additionally, LSEs may task organize into smaller modules that can deploy forward to provide temporary DS to selected units or backup maintenance support to role selected BLSTs. More detailed discussion of theater support contracting can be found in chapters 4 and 6 of this FMI.

1-21. Sustainment Maintenance and Surge Maintenance. AFSB controls all USAMC and other PEO/PM sustainment maintenance organizations deployed in the operational area. These organizations include forward repair activities (FRAs), theater aviation sustainment maintenance group (TASMG), component repair companies/platoons/teams, combat vehicle evaluation teams (CVETs) and equipment support activities (ESAs). More detailed discussion on these organizations is provided below and in chapter 4 of this FMI.

1-22. Logistics Civil Augmentation Program. The LOGCAP is an Army program that provides combat support (CS)/combat service support (CSS) to include engineering/construction support from commercial sources. LOGCAP is an external support contract program that provides the operational commander an alternative source for filling CS/CSS shortfalls by using contractor expertise and resources when other sources are not available. The LOGCAP support contract is the base contract for the program. The AFSB, augmented with the LOGCAP deputy program director, LOGCAP TDA planning team, and/or an attached LOGCAP support unit (LSU), provides a single focal point in-theater for centrally managing LOGCAP planning and execution. More detailed discussion on LOGCAP can be found in chapters 4 and 5 along with appendix C of this FMI.

1-23. Theater Support Contracting. Planning and execution of theater support contracting are coordinated efforts between the AFSB, the CSB Commander/PARC, the ASCC G-4, the TSC SPO and the CCBn commanders. The CSB Commander/PARC, the ASCC's senior theater support contracting commander and staff officer, leads the planning effort, and through the G-4, publishes the CSP. The AFSB contracting coordination directorate, in close coordination with the ASCC CSB Commander/PARC, integrates the CSP into the overall AFSB support plan. In early entry operations, the CC Bns and CC Tms may be attached to the AFSB EEM, but they remain under the technical oversight of the CSB Commander/PARC. If the duration and scope of the operation requires it, the CSB Commander/PARC may also deploy to the operational area. At this time, the CC Bns and CC Tms will revert to CSB Commander/PARC C2. More detailed discussion of theater support contracting can be found in chapter 5 of this FMI and FM 100-10-2 (will be revised at FM 4-100.2).

1-24. Other Support Functions. The AFSB may provide other ALT support based on METT-TC. For example, the AFSB often will plan, command (if provided by military capabilities), and manage (if provided by a contractor) AOAP support to deployed Army Forces. Another common AFSB function is Logistics Support Activity (LOGSA) forward support. LOGSA often attaches liaison officers or small

assistance teams to an AFSB to provide customer education and assistance on LOGSA products and services.

1-25. **Communications.** In a dynamic, complicated, and uncertain environment, communications play a vital role in determining the overall success of the mission. The AFSB is capable of providing its own reach and/or call-forward capabilities via the Multi-Media Communications System (MMCS) and other organic communications systems. Some AFSB subordinate organizations (AFSBn, LSE, and BLST) will also have organic communications capabilities. Other AFSB organizations, such as an ESA or FRA, will require communications support from the deployed Army signal support network. More detailed information on AFSB communications can be found in appendix A.

1-26. **Limitations.** The AFSB and its subordinate elements have extremely limited force protection capabilities (ALT organizations have few Soldiers; most ALT personnel are civilians) and must be incorporated into the supporting unit's force protection plan. They also require tactical logistics/administrative support. More specifically, the AFSB and its subordinate units require field maintenance support; food service, class II/IV, III (bulk and package), water, class V, class VI, and class IX support; field services support; religious support; financial management support; legal service support; and medical support (to include class VIII). Some AFSB organizations such as FRAs also require tactical communications support as discussed above. Component repair companies are self sufficient for life support and food service, but will require other assistance similar to the AFSB discussed above.

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Chapter 2

Plans and Operations

ALT support is vital for successful mission execution. It involves the interface of various ALT support elements working together as a seamless operational team. ALT planning and execution must be versatile, agile, and flexible to meet the changing situations that occur on the modern battlefield. The AFSB commander must anticipate changing mission requirements and determine what resources and capabilities are required to support the operational commander.

The mission of the AFSB is to provide integrated ALT support with organic and augmented capabilities to the supported ARFOR. It serves as the single point of contact to the operational commander for ALT support, including support critically important to emerging technologies. The AFSB also assists in the accountability of, and deployment support to, contractor personnel accompanying the force.

EARLY ENTRY MODULE

2-1. The AFSB EEM serves as the forward headquarters element and provides the AFSB commander communications and automation systems capability and connectivity for all ALT functions when the AFSB main body arrives in theater. The AFSB TOE structure forms the basis of the EEM and may be augmented from other internal and external AFSB assets. It provides ALT technical support to theater opening operations through the reach and call forward of ALT capabilities. Additionally, the EEM is responsible for bringing forward and augmenting (as required) its attached 3C capability. (See appendix A for specific AFSB communications and computer support and appendix D for 3C information.)

2-2. The AFSB EEM will normally be OPCON to, and collocate with, an ESC during theater opening operations and ensures the seamless integration of the AFSB mission until the AFSB's main body arrives into theater. Although a command decision, the EEM will contain a minimum of eight personnel with TOE equipment and life support. The EEM may be augmented with either TDA or contractor personnel as dictated by METT-TC. The following are the AFSB EEM responsibilities:

- Monitor the deployment and arrival of the LSE operations cell and BLSTs that are a part of the initial entry force.
- Provide information to the ESC on AFSB and subordinate organization deployment and operational capability status.
- Provide information to the ESC from the ASC/AFSB(-) on ALT support to air/sea port of embarkation (A/SPOE) and air/sea port of debarkation (A/SPOD) operations.
- Validate information on LOGCAP requirements (as required)
- Plan the call forward of modular capabilities to support the operational commander to include other services/agency augmentation as required (for example, Defense Logistics Agency [DLA])
- In coordination with the CSB Commander/PARC, coordinate theater support contracting support to units undergoing reception, staging, and onward movement to assembly areas as required.
- Conduct 3C operations.

- Monitor APS and Army Regional Flotilla offload requirements and provide contracting support to the A/SPOD commanders as appropriate.
- In coordination with the ESC, continue to refine planning for near term contingency operations.
- Provide C2 of deployed ALT and augmentation organizations.

2-3. The 3C in the P/O section provides accountability and deployment coordination for all Army (may include joint CDF if directed to do so by the CCDR) CDF personnel and ensures the dissemination of force protection measures. It provides daily contractor personnel reports to higher headquarters to include casualty reporting. During theater opening operations, the 3C will deploy as part of the AFSB EEM in order to establish contactor accountability in theater and provide representatives at each A/SPOD. Although not a part of the AFSB TDA, the ASC normally attaches the 3C to the AFSB. The operations cell in the LSE and BLST perform the 3C role in the tactical AO. (See appendix D for additional information.)

MAIN COMMAND POST

2-4. An AFSB main command post (CP) provides continuous operations and the rapid execution of the AFSB command and administrative processes. The composition of the main CP is at the discretion of the Commander and in accordance with METT-TC. How the AFSB commander tailors the main CP depends on the varying levels of conflict and when/if the TSC headquarters is deployed into the operational area.

2-5. The AFSB main CP monitors the current situation, provides guidance for the execution of ALT functions by augmentation teams, and plans future operations. It coordinates ALT operations throughout the AOR and keeps the TSC informed of actions necessary to sustain combat power. The deputy commander supervises staff personnel representing all facets of AFSB operations and ensures the P/O section provides planning guidance and information to the AFSB directorates. The P/O section is responsible for providing and gathering information from the directorates to perform a requirements generation process before publishing the OPLAN.

PLANS AND OPERATIONS SECTION

2-6. The P/O section is a TOE organization capable of conducting actions described for the EEM in paragraph 2-2. If necessary, the section provides the AFSB the capability to conduct split-based operations. In the main CP, the section is responsible for interfacing with the TSC and the operational commander to determine requirements and/or update requirements generation process (RGP) estimates. In coordination with the TSC SPO, the P/O section determines requirements obtained through the RGP or as requested by the operational commander and tasks the directorates for further action. Additionally, the P/O section—

- Attends all planning/synchronization meetings at operational and tactical levels as applicable.
- Performs mission analysis based on support for Army managed equipment used in the operational area.
- Documents ALT deployment requirements in applicable time-phased force deployment data (TPFFD), requests for forces (RFF) and/or deployment orders (DEPOD) processes.
- Coordinates with, and requests planning assistance from, supporting AFSBs to assure synchronized USAMC support to the operational commander.
- Develops internal AFSB OPORDs and OPLANs and conducts RGP in coordination with the directorates to support the concept of operations.
- Provides ALT into and stays abreast of changes to the operational commander and TSC plans and operations.
- Coordinates and supervises all training exercises and maintains the AFSB mission essential task list (METL).
- Plans RSOI of AFSB elements.
- Recommends resource prioritization to the command group.
- Recommends and coordinates CP locations.
- Overwatches AFSB and subordinate unit readiness.
- Collects lessons learned and provide them to the AFSB commander.

- Arranges/coordinates life support for AFSB deploying element/teams.
- Arranges the internal communications network and links to other networks.
- Coordinates transportation for the AFSB, including inputting AFSB information into Transportation Coordinators' Automated Information for Movement System (TC-AIMS)
- Performs internal AFSB supply functions.
- Maintains and provides information on theater entry requirements and advises the AFSB commander as appropriate.
- Coordinates with the CSB Commander/PARC and the contracting coordination directorate for contracting planning.
- Provides guidance to and integrates 3C actions.
- Advises the commander on materiel systems acquisition and technology issues.
- Coordinates and integrates operational requirements for all forward deployed USAMC and ASA(ALT) teams.
- Coordinates with the testing and technology officers in the AFSB.
- Monitors supported unit's readiness and in coordination with other AFSB directorate analyzes this information to determine ALT related issues, trends, and so forth..
- In coordination with LCMCs and other PEOs not assigned to an LCMC, advises the commander on rapid acquisition, systems sustainment, and technology insertions.
- Coordinates the AFSB directorates on all ALT reach and call-forward requirements.
- Maintains contact with the strategic base (ASC, LCMCs, others).
- Integrates and synchronizes ALT planning, guidance, and policies with the AFSB directorates along with the TSC and supported operational commander.

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Chapter 3

Acquisition and Technology

The AFSB is the Army's primary operational headquarters responsible for Army acquisition and technology support to deployed Army Forces. The AFSB provides the deployed ARFOR acquisition and technology support through reach operations and call-forward support from the LCMCs, separate ASA(ALT) PEO/PM offices, USAMC RDECOM, and the USATEC. Like all functions of the AFSB, acquisition and technology support capabilities (including both staff augmentation and deployed acquisition and technology organizations) are METT-TC based. They can be expanded and contracted as needed, thus ensuring effective support while keeping the overall deployed ALT support in the operational area at a minimum. Figure 3-1 below provides a general overview of how acquisition and technology support functions are commanded and coordinated in the operational area.

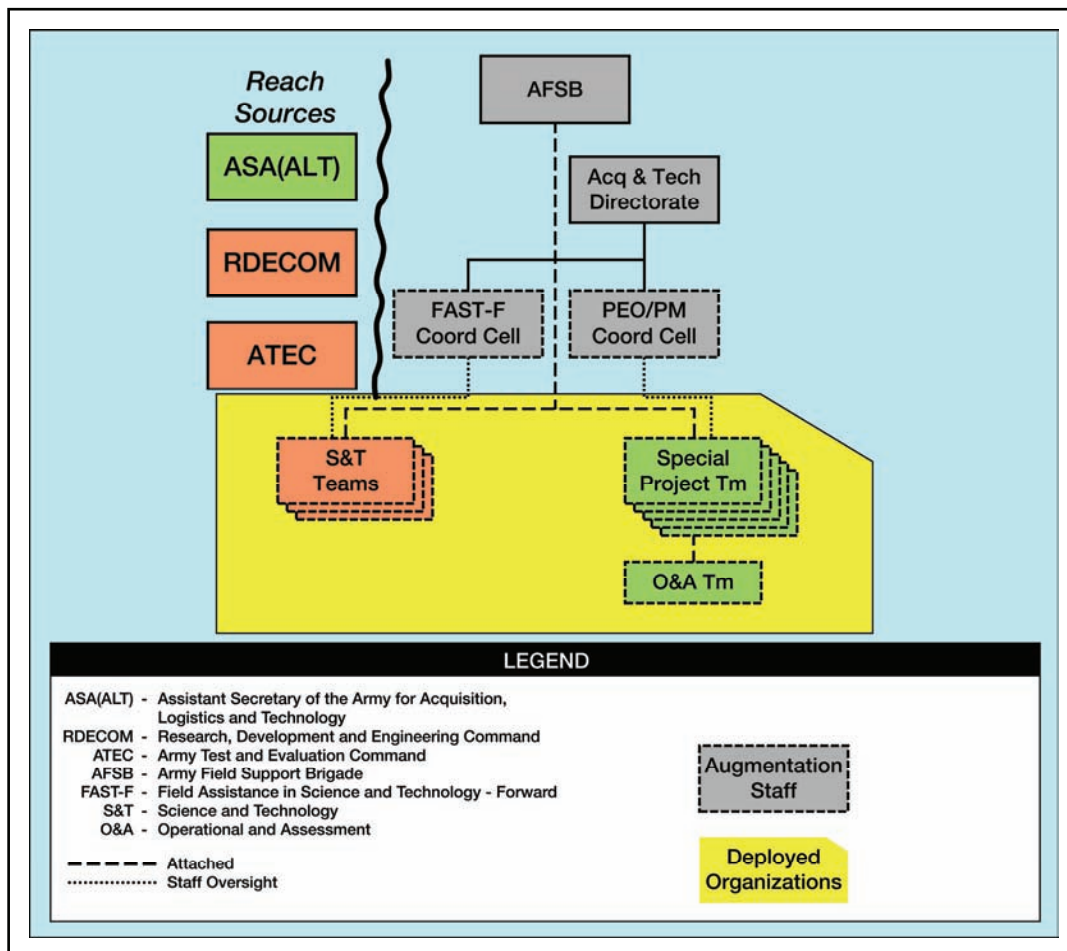


Figure 3-1. Acquisition and technology support command and coordination

ACQUISITION AND TECHNOLOGY DIRECTORATE

3-1. The acquisition and technology directorate provides policy, planning, and guidance to acquisition and technology related organizations' deployed teams under AFSB control. Additionally, this directorate participates in OPORD/OPLAN development and assists the 3C in contractor accountability. It advises the AFSB command group, attached LSEs/BLSTs, the TSC/ESC staff, and ASCC/ARFOR staff on acquisition issues and provides reach technical support and call-forward capabilities from the appropriate Army agency or command. Additionally, the directorate—

- Provides continuous acquisition related analysis on deployed force equipment and shares this analysis with the appropriate PEO/PM.
- In coordination with the P/O section, assists PEO/PM planning and executing call-forward support in accordance with METT-TC.
- Assists the AFSB commander to control attached augmentation teams in the operational area.
- Identifies/solves capability gaps/requirements identified by attached science and technology (S&T) teams.
- Assists in the planning for and coordination of all materiel equipping/fielding, spiral insertions, and associated NET requirements.
- Upon request, provides operational assessment (O&A) teams to support materiel release and acquisition decisions.

PROGRAM EXECUTIVE OFFICE AND PROJECT/PRODUCT MANAGER SPECIAL PROJECT TEAMS

3-2. **Program Executive Office and Project/Product Manager Special Project Teams** The PEOs/PMs serve as the materiel developers (MATDEV), responsible for programmatic and various aspects of planning and budgeting required to steward assigned programs through the acquisition milestones. The PEOs and their PMs are responsible for technical and functional integration across their assigned programs. The PEOs/PMs are part of the AFSB reach capability and provide on-site support through organic assets or contractors for their respective materiel systems. In some operational situations, there may be a LCMC Senior Command Representative (SCR) from the PEO/PM side of the LCMCs attached to the AFSB. These SCRs provide the AFSB a more robust, on-site planning and coordination capability to meet the often dynamic demands of materiel fielding actions. These SCRs are responsible for the readiness of their systems and as such must resolve systemic problems. Further, they develop long-term solutions that will be included in future fielding of equipment. Deployed PEO/PM support personnel and organizations are attached to the AFSB effective upon arrival at the A/SPOD and may be further attached to a designated unit, normally a sustainment brigade (SB), for tactical logistics/administrative support and for integration into the local force protection/security plan.

COMMERCIAL OFF THE SHELF EQUIPMENT

3-3. COTS equipment may be quickly fielded to get important new technology to deployed forces. COTS items run from the very sophisticated to very simple equipment solutions. COTS requirements are derived from both engineers and Soldiers and are intended to fill an immediate operational need. Some COTS may not go thru the formal MATDEV process when the intent is to jump-start the MATDEV process by evaluating what is already available commercially or in the production pipeline. COTS items may be fielded from several sources including PEOs/PMs, the Rapid Equipping Force (REF), USAMC, DA G3, direct unit purchases, Logistics Transformation Agency (LTA), and the DOD Business Transformation Agency.

3-4. A risk assessment is conducted prior to fielding a new piece of COTS equipment. The operational commander is informed if a particular equipment initiative is determined to have a high probability of meeting mission requirements. The operational commander is the final authority responsible for approving the release and fielding of the equipment. It is imperative that the AFSB closely coordinate any specific fielding action with the receiving unit to ensure that the unit is prepared to accept the fielded item. This is

critically important when the new equipment requires any special support requirements beyond the receiving unit's capabilities.

3-5. COTS fielded items present unique sustainment challenges. Frequently, repair parts are not available through normal supply channels or from local vendors. Additionally, maintenance and calibration teams may not be equipped or trained to repair the COTS equipment. Nevertheless, units will habitually turn to their normal sustainment sources for support. For these reasons it is critically important for the AFSB to be actively engaged and aware of COTS fieldings that do not go thru the normal MATDEV process. Some COTS fieldings may occur without the knowledge of the AFSB. Receiving units and sustainment sources should notify the AFSB Acquisition and Technology Directorate immediately when new COTS items requiring support are discovered. The AFSB Acquisition and Technology Directorate will serve as the link to establish sustainment support for COTS items that do not go thru the normal MATDEV process.

3-6. Once fielded COTS equipment may be—

- Accepted by TRADOC (based on feedback from the user) as a program of record, and then assigned to a PEO/PM for development and fielding Army-wide.
- Retained by the unit and utilized in the operational area only, with a operational-specific logistics support plan (which will likely require continued support by the AFSB).
- Demilitarized and disposed of when unserviceable and/or no longer required through the Defense Reutilization and Marketing Office (DRMO).

3-7. Army COTS fielding teams, when utilized, should be attached to the AFSB effective upon arrival at the A/SPOD and may be further attached to a designated unit for tactical logistics/administrative support and for integration into the local force protection/security plan.

MATERIEL FIELDING TEAM.

3-8. When a LCMC/PM field newly developed equipment in theater, they may provide a MFT or arrange for central staging site personnel to hand off the system to the gaining unit per the materiel fielding plan (MFP) and materiel fielding agreement (MFA). These documents will clearly identify any need for an MFT and will describe the scope of the assistance required by the gaining command. The complexity of the system determines the MFT composition and the logistics support impact on the gaining command. The MFT will work with the AFSB to ensure theater and country clearances are on-hand prior to each outside the continental United States (OCONUS) fielding. The MFTs are attached to the AFSB effective upon arrival at the A/SPOD and may be further attached to a designated unit for tactical logistics/administrative support and for integration into the local force protection/security plan.

3-9. **New Equipment Training.** NET is the identification of personnel, training, training aids and devices, and the transfer of equipment use and support requirement knowledge from the MATDEV to the users, trainers, and maintainers of new Army equipment. NET is done in conjunction with materiel fielding and is the responsibility of the appropriate PEO/PM. The PEO/PM NET teams coordinate with the AFSB to arrange NET support to the gaining unit. NET support includes both operation and maintenance training. The NET team coordinates its activities with the MFT. NET teams are attached to the AFSB effective upon arrival at the A/SPOD. NET teams may be further attached to a designated unit for tactical logistics/administrative support and for integration into the local force protection/security plan.

3-10. **Software Support.** The AFSB, through its subordinate LSEs and BLSTs, will assist PEOs and subordinate PM offices in providing software support to new or partially fielded systems as well as systems currently deployed to units. This support is designed to handle, but not necessarily limited to; existing software problems, software security issues, and the installation and training of new software releases and products. The PEOs/PMs coordinate with the appropriate organizations to ensure readily available support for software to help units meet their mission requirements. In some cases, this will involve using deployable software support personnel (for example, field software engineers).

3-11. **Rapid Fielding Initiatives.** In some operations, rapid fielding initiatives (RFI) of both COTS and equipment in the MATDEV process may be used to meet immediate operational shortfalls for deploying units. AFSB must be aware of all RFIs within their supported area in order to plan for any sustainment requirements.

FIELD ASSISTANCE IN SCIENCE AND TECHNOLOGY

3-12. The AFSB is the primary deployable Army organization responsible to coordinate and control Army science and technology support to deployed ARFORs. The AFSB coordinates science and technology reach support with the USAMC RDECOM Field Assistance Science and Technology (FAST). This reach support includes limited call-forward capabilities.

AFSB TECHNOLOGY OFFICER

3-13. The technology officer in the AFSB is a member of the uniformed Army scientist & engineer program (UAS&E) (51 S). The UAS&E will act as the link between the AFSB and the Army science and technology community to include USAMC RDECOM (see figure 3-2), using the existing network established by the RDECOM FAST activity.

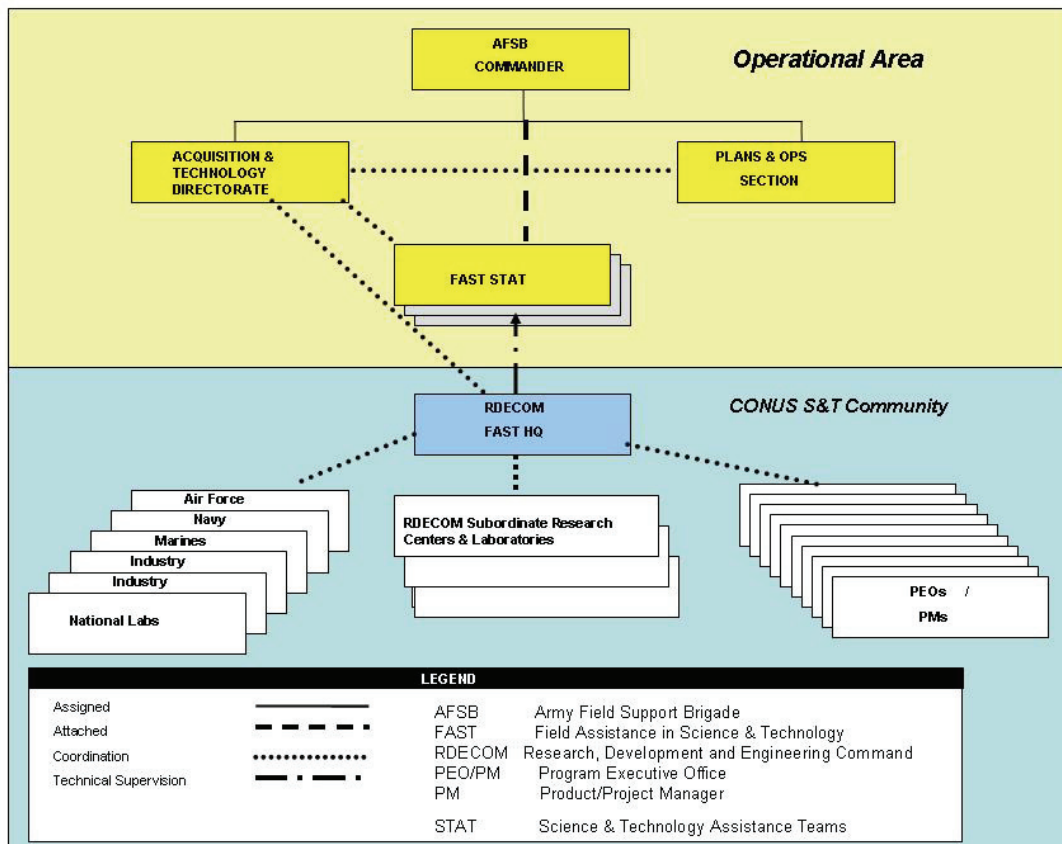


Figure 3-2. AFSB technology officer coordination network

FAST SCIENCE AND TECHNOLOGY ASSISTANCE TEAMS

3-14. The RDECOM FAST office's science advisors have provided operational commanders and major training centers with science and engineering support for the past 20 years. The FAST science advisors act as a link between their supported command, the AFSB, and the Army science and technology community. They assist the commanders in identifying near-term technology issues and solutions that may enhance mission capabilities, improve safety, or improve training and operations efficiency. If required, a FAST STAT may augment a FAST science advisor in support of deployed forces. FAST STATs are attached to the AFSB, effective upon arrival at the A/SPOD, and may be further attached to a designated unit for tactical logistic/administrative support and for integration into the local force protection/security plan. As with other AFSB supporting elements, the STAT remains under the technical supervision of their parent headquarters (HQ) per figure 3-2.

TEST AND EVALUATION TEAM

3-15. These teams are part of the USATEC and provide call-forward capabilities for the AFSB on an as-needed basis. They evaluate specific issues/failures on weapons systems and provide that data to the PEO/PM and the original equipment manufacturer (OEM) so the identified problem can be resolved. Additionally, these teams will assist in evaluating the equipment/products delivered by REF teams. When the AFSB is colocated with an existing ATEC forward operational assessment team (FOA Tm), the assigned AFSB technology officer serves in a dual role as T&E management officer and liaison. Where a FOA Tm is not colocated with an AFSB, the AFSB technology officer will provide the link from the AFSB to USATEC. When deployed forward, the T&E teams are attached to the AFSB, effective upon arrival at the A/SPOD, and may be further attached to a designated unit for tactical logistics/administrative support and for integration into the local force protection/security plan.

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Chapter 4

Sustainment Directorate

The AFSB plays a critically important role in sustaining the deployed ARFOR through its APS, LAP, sustainment maintenance, LOGCAP, and other ALT related sustainment capabilities. Operating OPCON to a TSC, the AFSB ensures effective and efficient execution of these critically important ALT capabilities that are necessary to sustain the operational command combat power. Figure 4-1 below provides a graphic representation on AFSB sustainment functions staff management and subordinate ALT sustainment organizations that may be attached to an AFSB.

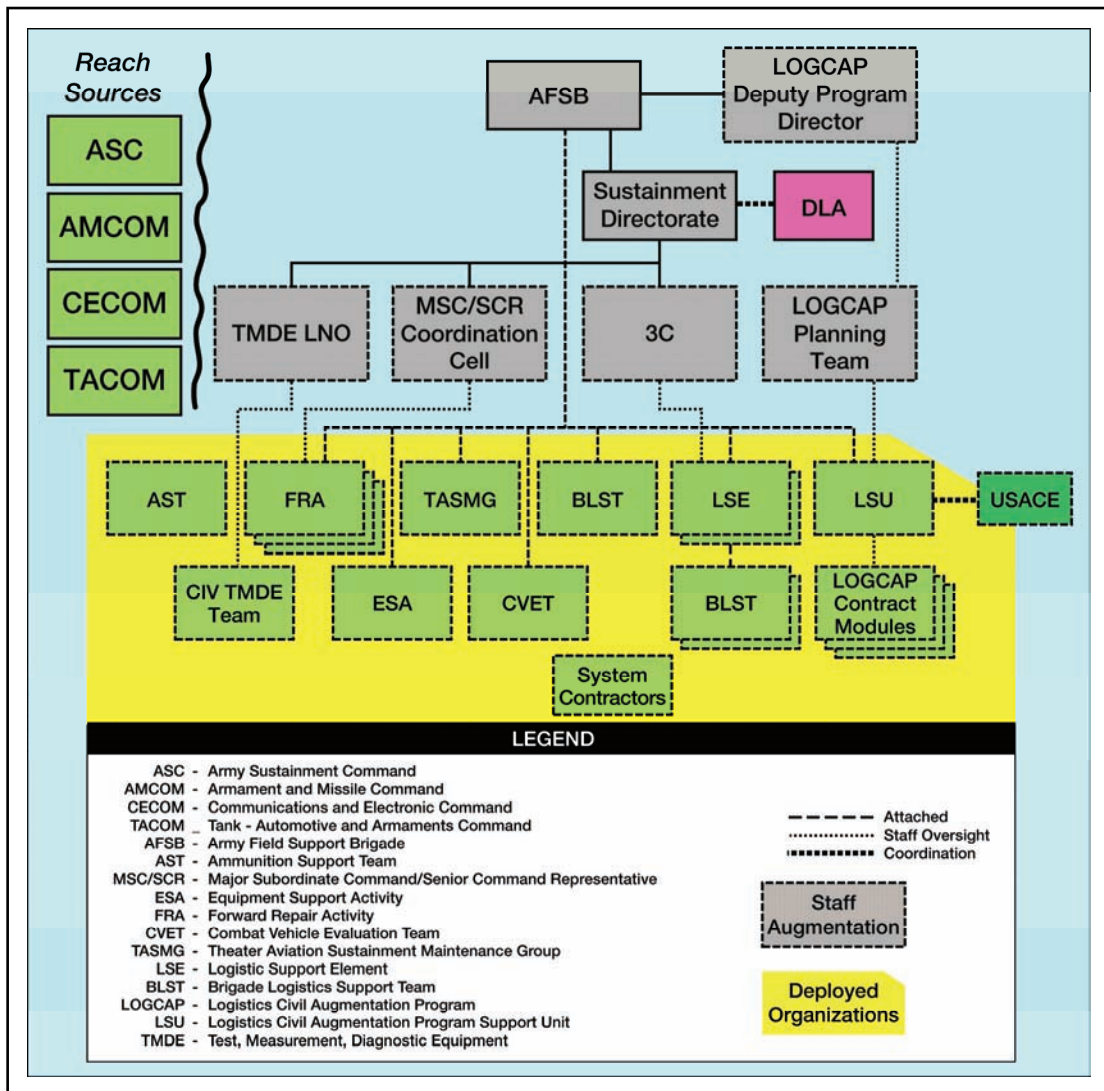


Figure 4-1. Generic AFSB Sustainment Directorate staff and related subordinate organizations

SUSTAINMENT DIRECTORATE.

4-1. The sustainment directorate provides policy, planning, and guidance to the logistics community consisting of the LSE, BLSTs, USAMC forward sustainment maintenance elements (FRA, TASMG, and so forth), and LSU deployed under AFSB control. Additionally, the directorate participates in OPORD/OPLAN development and assists the 3C in contractor accountability. It advises the AFSB command group on sustainment issues and provides reach support, including calling forward ALT sustainment capabilities from the appropriate agency or command. Additionally, the sustainment directorate responsibilities include, but are not limited to—

- Coordinating non-USAMC/ASA(ALT) PM/PEOs for FRA and FSE support.
- Coordinating non-USAMC logistics and other support units, primarily the Defense Logistics Agency (DLA) and the U.S. Army Corps of Engineers (USACE).
- Planning for and managing LAP support in the operational area, in coordination with the P/O section.
- Planning for and managing all Army sustainment maintenance support in the operational area, in coordination with the P/O section.
- Managing LOGCAP support in the operational area, in coordination with the P/O section and the contracting coordination directorate.
- Assisting in training the Soldier on logistics/technical matters, when appropriate.
- Coordinating civilian test, measurement, and diagnostic equipment (TMDE) support when TMDE requirements exceed military TMDE capabilities.

COORDINATION WITH THE THEATER SUSTAINMENT COMMAND/EXPEDITIONARY SUPPORT COMMAND

4-2. The AFSB works closely with the TSC/ESC SPO to ensure effective, efficient, and timely ALT sustainment support to the deployed force. The TSC has overall responsibility for the management of all classes of supply and services in the operational area in accordance with the CDR's and ASCC's priorities. The TSC advises the ASCC and subordinate ARFOR commanders on the status of Army logistics within the operational area (less medical) and recommend courses of action to mitigate any shortfalls. The TSC SPO collects and monitors readiness data for the supported corps and division headquarters, brigade combat teams (BCT) and other ARFOR units, including status of their major weapons systems. This allows the TSC to properly manage logistics support to specific units/weapons systems in accordance with the established operational priorities. The AFSB sustainment directorate works closely with the TSC SPO to analyze this data for both systemic problems and those associated with the unique aspects of the operational area, such as, unique environmental conditions, operational usage levels, and so forth. Issues specific to a weapons system are passed to the appropriate USAMC LCMC through logistics assistant representative (LARs) and to the appropriate PEO/PM system contractor. This forward LAR and system contractor reporting chain provides efficient and timely reach technical support that supports the expeditious resolution of many technical issues before they even reach AFSB or TSC levels.

SUPPORTING AGENCIES AND TECHNICAL RELATIONSHIPS

4-3. The ASC and its subordinate AFSBs closely coordinate with other Army and DOD national strategic CSS and CS organizations. These organizations include, but are not limited to the U.S. Army Medical Command (USAMEDCOM), USACE, ASA(ALT), DLA, Government Support Agency (GSA), and Defense Contract Management Agency (DCMA). These agencies and commands provide area support within the operational area as required and often collocate with the TSC and AFSB, depending on METT-TC factors. Their ALT related support to deployed ARFOR(s) must be closely coordinated with the AFSB to ensure the most efficient use of their limited assets and that the priority of support is in accordance with the CDR and ASCC's guidance and the operational situation.

COMBAT EQUIPMENT REPRESENTATIVE AND ARMY PRE-POSITIONED STOCKS FUNCTION

4-4. The CER is a METT-TC driven special staff member who coordinates the reception and issue of major end items and limited secondary items from the AFSBn to the area of operation during the theater opening phase of the operation. The CER assists the AFSBn in calling forward APS equipment from the strategic base (A/SPOE) before releasing the items to gaining units. At the A/SPOD or hand-off area, teams from the AFSBn assist in transferring the equipment to the gaining unit with support from the Sustainment Brigade-Theater Opening (TO). CER works closely with the sustainment directorate during reception, staging, and onward movement (RSO) operations and may accompany the AFSB EEM during early entry operations. At the A/SPOD or hand-off area, teams from the attached AFSBn assist in offloading and transferring the equipment to the operational commander. The AFSBn also performs modification work orders (MWO) on equipment in theater as required. Much more detail on APS support can be found in FM 3-35.1 (currently under development and will incorporate the current FM 100-17-1 and FM 100-17-2).

LOGISTICS ASSISTANCE PROGRAM

4-5. The AFSB provides in-theater management of the LAP, to include C2 over deployed LSEs and BLSTs. LSEs and BLSTs, consists primarily of LCMC LARs. They may receive additional capability through the attachment of individuals or teams (for example, ALT sustainment maintenance, external support maintenance contractors, and so forth) from the ASC or LCMCs to accomplish a contingency mission or surge requirement. LARs provide commodity oriented supply and technical maintenance assistance to deployed units in the operational area in accordance with Army Regulation (AR) 700-4. Given this, the LSE serves as the ALT integrator/advisor for the corps or for division headquarters and support brigades that don't have a dedicated BLST. This relationship increases the operational reach of the tactical commander. The BLST is tailored for the specific type of BCT (that is, heavy, light, and Stryker BCTs) and aviation brigade it will support. The LAP program, along with the LSEs and BLSTs, are discussed in greater detail in chapter 6.

SUSTAINMENT MAINTENANCE

4-6. Under the Army's two-level maintenance system, the AFSB plans for and commands sustainment maintenance organizations deployed into the operational area. These organizations include ESAs, FRAs, component repair units, CVETs, and TASMGS (or TASM activities if coming out of Korea or Germany). Each of these sustainment maintenance organizations is discussed below.

EQUIPMENT SUPPORT ACTIVITY

4-7. The purpose of an ESA is to provide limited sustainment maintenance when called forward in an operational area. This includes repair, overhaul, and/or modification of Army weapons systems (inclusive of specific components) as well as other equipment. Forward operational area support is provided on a METT-TC basis. ESAs carry out these tasks via subordinate forward deployed FRAs, component repair teams and/or CVETs. The ESA performs production control scheduling of maintenance shop operations to:

- Ensure shops are adequately work loaded.
- Completing work ordered jobs in a timely manner.
- Return repaired equipment to operational status.

The ESA also may use their subordinate teams to assist the sustainment brigade(s) to perform surge maintenance operations. ESAs are attached to the AFSB upon arrival at the A/SPOD and may be further attached to a designated unit, normally a sustainment brigade, for tactical logistics/administrative support and for integration into the local force protection/security plan.

FORWARD REPAIR ACTIVITY

4-8. FRAs are called forward from selected LCMC organizations on a METT-TC basis by the AFSB. The call-forward requirement is usually based on input from the TSC/ESC, the LSEs/BLSTs, an AFSBn and/or CVET(s). FRAs are normally attached to an ESA or AFSBn to conduct repairs of critically important

equipment or specific equipment components as required. There is no set FRA design. An FRA is a task organized TDA activity designed to accomplish repairs on specific types of equipment and/or components. In some operations, FRAs can help prepare tactical units for future missions or assist in the reconstitution of tactical units after major combat engagements. FRAs are attached to the AFSB upon arrival at the A/SPOD and may be attached to a designated unit, normally a sustainment brigade, for tactical, logistics/administrative support and for integration into the local force protection/security plan.

COMPONENT REPAIR ACTIVITY

4-9. Component repair capabilities are called forward by the AFSB, normally at the component repair team level, on an as needed basis in coordination with the AFSBn and LSEs/BLSTs. Component repair teams are mostly reserve component (RC) modular TOE units that are part of component repair platoons and companies. Component repair teams, much like TDA FRAs, make repairs on weapon system components. Depending on the tactical situation, repaired components may return to the unit or to the supply system, but most components will be repaired and returned to supply. This team can repair, recondition, and certify components from vehicles that have been designated, by the CVET, as uneconomically repairable and return them to the supply system. Additionally, component repair teams can be deployed to the operational area to provide both surge and forward deployed component repair during RESET operations. Like other AFSB organizations, component repair teams are attached to the AFSB upon arrival at the A/SPOD and may be attached to a designated unit, normally a sustainment brigade, for tactical, logistics/administrative support and for integration into the local force protection/security plan. However, unlike most other AFSB subordinate organizations, component repair teams may deploy with life support assets that are organic to the component repair company.

COMBAT VEHICLE EVALUATION TEAM

4-10. CVETs are brought forward by the AFSB to the operational area in coordination with LSE/BLSTs. CVETs are attached to an ESA or AFSBn for mission, direction, and workload management. The CVET's major mission is to evaluate combat vehicles after major tactical engagements or extended use in a sustained military operation. Like most other AFSB subordinate organizations, CVETs are task organized TDA teams for the specific type of unit they are to support. CVETs triage combat equipment and make recommendations as to vehicle disposition based on the available logistics support (that is, mechanics and repair parts), commander priorities, and the overall tactical situation. They prioritize repairs to return the maximum number of vehicles to an operational condition in the minimum amount of time. Recommendations can range from—

- Application of short-term repairs that will provide limited capabilities.
- Parts/component substitution to return the maximum number of vehicles to an operational condition.
- Retrograde of equipment for repair.
- Uneconomically repairable.

CVETs can call forward FRAs and recommend which vehicles/components to repair. This team can also call forward the component repair team to repair components in support of the FRA and or retrograde components from equipment designated as uneconomically repairable for repair, recondition, and certification for return to the supply system. CVETs can also be used in a field maintenance mode where they will assist a particular unit to prepare for major combat engagements. During redeployment, CVETs can be used to evaluate what equipment will be—

- Redeployed with the unit.
- Retrograded for repair.
- Classified as uneconomically repairable and designated for destruction.

THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP

4-11. The TASMKG is a RC modular TOE unit OPCON to AMCOM capable of providing aviation support in the forward operational area while still continuing depot repairs in CONUS. Under AMCOM technical oversight, the TASMKG provides aircraft depot maintenance (level 2, sustainment) support to include repair of airframe, power train (engine, transmission, gearbox), armament, communications, and avionics/navigation equipment. AMCOM maintenance engineering personnel, LARs, and/or contractor FSRs may deploy to work with a TASMKG. Together, they provide on-site technical assistance and engineering support for major field modifications, nonstandard repairs, or major battle damage repair. The aviation depot maintenance round-out unit (ADMRO) is a RC unit providing staffing support to the TASMKG. The TASMKG is a modular organization that is capable of forming and tailoring a deployable package based on METT-TC factors. This deployable TASMKG package is often referred to as a theater aviation maintenance program (TAMP) site. A TASMKG, or portion thereof, is attached to the AFSB effective upon arrival at the A/SPOD and may be attached to a designated unit, normally an aviation brigade, for tactical logistics/administrative support and for integration into the local force protection/security plan.

Note: U.S. Army Forces in Europe and Korea are supported by theater aviation maintenance activities rather than groups. The TASM-Europe and TASM-Korea perform aviation sustainment maintenance functions similar to the TASMKG, but are deployable TDAs vice RC TOE. These TASM activities deploy and provide support in the operational area in the same manner that a TASMKG would.

SYSTEM SUPPORT CONTRACT TEAMS

4-12. The LCMCs are combined USAMC major subordinate commands that include ASA(ALT) PEO/PM offices. These commands are responsible to provide “cradle-to-grave” equipment support from procurement and fielding through sustainment and retirement. LCMCs are a key source for AFSB reach and call-forward ALT capabilities. The AFSB can reach back to a LCMC’s PEO/PM office to get technical advice or solutions, as well as call-forward Department of the Army civilian (DAC), or more likely, system contractor (FSR) assets. Many Army units are supported by deployable LCMC system contractor personnel that have a habitual relationship with the supported unit. These LCMC teams can range from a single LCMC FSR, such as in a M1A2 battalion, to the significant LCMC team presence currently found in the Stryker brigade. Additionally, system contractor personnel have reach capability to their respective companies for additional expertise and support. The AFSB coordinates FSR deployment with the associated LSE/BLST along with the 3C. When deployed, LCMC personnel and teams are attached to the AFSB, effective upon arrival at the A/SPOD, and TACON to tactical units for force protection and security matters when deployed forward. The three USAMC LCMCs and their areas of specialization are discussed below.

4-13. **U.S. Army Aviation and Missile Life Cycle Management Command (AMCOM).** The AMCOM provides sustainment support to Army and other Services/allies operating Army aviation/missile systems ensuring high-level aviation and missile readiness, including support to combat operations. AMCOM supports PEO/PMs to enable the development, acquisition, and fielding of aviation and missile systems and ensures the integration of aviation and missile technology for sustainment.

4-14. **U.S. Army Communications-Electronics Life Cycle Management Command (C-E LCMC).** The C-E LCMC sustains and supports command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems for the Army and other Services/allies who operate Army C4ISR systems. C-E LCMC supports PEO/PMs to enable the development, acquisition, and fielding of C4ISR systems and ensures the integration of C4ISR technology for sustainment from the tactical to the strategic levels.

4-15. U.S. Army Tank-automotive and Armaments Life Cycle Management Command (TACOM). The TACOM generates, provides, and sustains mobility, lethality, and survivability for track and wheel ground systems. The TACOM's military and civilian associates also find and implement technology and logistics solutions for the Soldier. For Soldier Systems, PEO- Soldier arms and equips Soldiers to dominate the full spectrum of peace and war, now and in the future.

JOINT MUNITIONS SUPPORT

4-16. The AFSB's ammunition support is executed with Joint Munitions and Lethality (JM&L) LCMC assets and technical oversight. The JM&L LCMC consists of Joint Munitions Command and PEO Ammo. It is the USAMC LCMC responsible for storing, maintaining, accounting, issuing and reconstituting class V materiel for the Army's globally pre-positioned stocks. The JM&L LCMC also is "dual hatted" as the field operating agency for the DOD with the mission of being the single manager for conventional ammunition. In this job, JM&L LCMC produces, stores, maintains, and demilitarizes conventional ammunition for all of the military services. JM&L LCMC operates a global network of installations, activities, and forward support elements.

AMMUNITION SUPPORT TEAM

4-17. ASTs (ammunition support team) are called forward by the AFSB IAW per METT-TC requirements. The AST is a small TDA organization providing technical expertise and assistance in the functional areas of supply, storage, maintenance, surveillance, demilitarization, transportation, security, explosive safety, and accountability for class V materiel and associated equipment, supplies, and packaging. The AST has three elements: ammunition support (accountability), ammunition surveillance, and ammunition logistics. Quality Assurance Specialist, Ammunition (QASAS) personnel provide on-site technical assistance in the areas of quality assurance and explosive safety to ammunition officers. The AST provides the link between the CONUS strategic base and the combat logisticians. The AST is attached to the AFSB, effective upon arrival at the A/SPOD and may be attached to a designated unit, normally a sustainment brigade, for tactical logistics/administrative support and for integration into the local force protection/security plan.

4-18. Ammunition Support Cell (Accountability). The ammunition support cell accounts for and manages conventional (retail) ammunition in APSs until the ammunition is transferred to ammunition units in the AOR. If the cell is deployed and remains in the AOR, it may in rare circumstances assist the TSC SPO with ammunition management.

4-19. Ammunition Surveillance Cell. The ammunition surveillance cell is made up of QASAS personnel and provides a wide variety of ammunition related safety and quality assurance support functions. Major ammunition surveillance cell responsibilities include, but are not limited to—

- Providing quality assurance and explosives safety technical expertise and assistance for all class V operations.
- Managing the theater ammunition stockpile reliability program (ASRP).
- Planning and executing an explosives safety program in coordination with theater safety officers
- Managing the theater class V suspension/restriction program in coordination with the national inventory control point (NICP).
- Establishing, managing, and maintaining appropriate quality assurance and explosives safety records and files for class V assets in the operational area.
- Providing 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.
- Assisting in the establishment of ammunition storage areas, theater storage areas and logistics bases.
- Inspecting conveyance and blocking and bracing methods used in munitions movements to assure compliance with regulatory safety requirements.
- Inspecting and certifying residue from demilitarization/disposal operations as inert for turn-in to the DRMO.

- Inspecting and classifying ammunition and assigning proper condition codes in support of retrograde operations.

4-20. Ammunition Logistics Cell. The AFSB ammunition logistics cell provides theater-level ammunition units technical assistance in establishing and managing ammunition storage areas in coordination with the ammunition surveillance cell.

LOGISTICS CIVIL AUGMENTATION PROGRAM

4-21. The LOGCAP is a major Army program providing CS/CSS to include engineering/construction support to operational forces from commercial sources. The program utilizes an external support contract providing the operational commander an alternative source for filling CS/CSS shortfalls by using contractor expertise and resources when organic, host nation support, and other sources of support are not available. The LOGCAP support contract is the base contract for the program. The AFSB provides a single focal point in-theater for centrally managing LOGCAP planning and execution. More detailed information on the LOGCAP program can be found in appendix C of this FMI, FM 100-10-2, AR 700-137 (currently being consolidated into AR 715-9), USAMC Pam 700-30, USAMC *LOGCAP Handbook*.

OTHER SUPPORT FUNCTIONS

4-22. The AFSB provides additional logistics support to include areas such as logistics automation, operational readiness analysis, TMDE, and Logistics Support Activity (LOGSA) related support.

LOGISTICS AUTOMATION SUPPORT

4-23. Support to retail-level logistical STAMIS automation maintenance is delivered by the combat service support automation management office (CSSAMO) that is organic to all CSS BN and above organizations. The AFSB has a C-E LCMC tier III automation support team available for technical reach support. In the absence of an operational CSSAMO, the AFSB, under the staff supervision of the sustainment directorate, may deploy this C-E LCMC team to provide STAMIS and logistics software support to ARFOR logistics units. A deployed automation logistics assistance team is made up of TDA personnel who receive, distribute, and implement software STAMIS change packages. They provide unit-level technical assistance, system troubleshooting, and software replacement. Prior to requesting support from CONUS, AFSB logistics automation support teams should request assistance from the TSC CSS automation management office (CSSAMO). Software problems in CSS STAMIS beyond the capability of the AFSB logistics automation team and the TSC are reported to the Combined Arms Support Command (CASCOM) and the organization responsible for the system for further assistance.

OPERATIONAL READINESS ANALYSIS TEAMS

4-24. Operational readiness analysis teams are deployed, as necessary, under the staff oversight of the sustainment directorate. These teams collect readiness data for both units and weapons systems. The analysis is used to identify trends and systemic readiness issues, as well as any concerns unique to the operational area. Issues/concerns specific to a weapons system are passed to the appropriate USAMC LCMC through the LARs and to the appropriate PEO/PM through the FSRs to take advantage of their reach capability to expedite resolution of technical issues identified by the operational readiness analysis team. As this team identifies problems and solutions, the supported commanders are advised as to the impact on the operational situation to include future plans.

ARMY OIL ANALYSIS PROGRAM

4-25. The AOAP team is called forward by the AFSB in coordination with the TSC with input from the LSE/BLST. These mobile AOAP teams are U.S. Army National Guard units augmented with contractor personnel as required by METT-TC. The AOAP program management office (PMO), a subordinate command of the USAMC LOGSA, provides planning for contingency mobilization and deployment. The AOAP PMO provides USAMC alternative courses of action for AOAP support through fixed-base

laboratories, mobile laboratories, or joint Service laboratories in the AOR. The assessments and recommendations provide the most-responsive AOAP support available as far forward as practicable within the area of operation. The AOAP PMO recommendation considers factors such as the availability of certified personnel, readiness of the unit and its equipment, threat, availability of strategic lift and logistics/channel flights, and the best overall performance for support. It provides AOAP support in the operational area by—

- Operating mobile oil sampling/analysis laboratories for equipment that require periodic sampling and testing of oil or grease wetted components, transmission fluids and so forth,, as part of routine maintenance procedures.
- Providing oil analysis support for all Army non-aeronautical equipment required by AR 750-1 and DA Pam 750-8. Providing oil analysis support Army aircraft, as required by Technical Bulletin (TB) 43-0106.
- Establishing AOAP certification criteria for contract and organic laboratories.
- Program and budget the development and fabrication of additional AOAP laboratories.
- Designating regional support areas.
- Recommending systems for inclusion in the AOAP and sampling intervals for the PEO/PM managed systems.
- The AOAP Web site is <https://aoapserver.logsa.army.mil>. It has the most recent listing of aeronautical and non-aeronautical components enrolled in the program.

LOGISTICS SUPPORT ACTIVITY SUPPORT

4-26. LOGSA deploys both AFSB liaison officers as well as special teams that assist the AFSB and deployed forces in LOGSA related areas. LOGSA support liaisons and deployed teams provide customer education and assistance on LOGSA products and services. LOGSA support is presented in detail at: <https://www.logsa.army.mil/prodserv.htm> .

TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT SUPPORT

4-27. The U.S. Army TMDE Activity may attach a TMDE liaison officer (LNO) to the AFSB to provide Army metrology expertise and technical assistance. The TMDE LNO monitors and reports on calibration and repair support (C&RS) metrics, oversees evacuation of TMDE to higher levels of support, and provides the necessary coordination to establish and maintain comprehensive C&RS coverage through interlocking combinations of civilian, contractor, and military TMDE support teams. TMDE support is provided to all ARFOR and Army Special Operating Forces organizations.

4-28. **Military Area TMDE Support Team (ATST).** Military ATSTs are assigned to Forces Command (FORSCOM) and selected ASCCs. These ATSTs deploy to operational areas as part of Sustainment Maintenance Companies of the sustainment brigades as needed, providing transfer level C&RS on an area basis.

4-29. **Civilian Area TMDE Support Team.** The AFSB works with the TMDE LNO to call forward civilian ATSTs as required by METT-TC. When attached to the AFSB, these ATSTs provide transfer level and limited secondary reference level C&RS for APS and echelons above corps. Their residual utility provides theater C&RS continuity during military ATSTs rotations.

Chapter 5

Contracting Coordination Directorate

Contingency contracting is defined as DOD contracts that provide support to U.S. forces operating in declared contingencies. Contingency contracting support bridges gaps that occur as military logistics resources mobilize and in some instances may be necessary for the duration of the contingency. Contractors in support of military operations free military and DAC personnel for other missions. Contingency contracting as defined in DOD policy and doctrine includes systems support contracts discussed in previous chapters as well as external support and theater support contracts. The AFSB, in coordination with the CSB Commander/PARC, plays a vital role in planning and managing the theater support contracting effort. It also is the lead organization for planning for and managing the largest external support contract program, LOGCAP. The primary focus of this chapter is the AFSB role in planning, coordinating, and managing theater support contracting as well integrating LOGCAP into this contracting support planning process. Figure 5-1 provides a notional organizational overview of the AFSB related contracting organization and management structure.

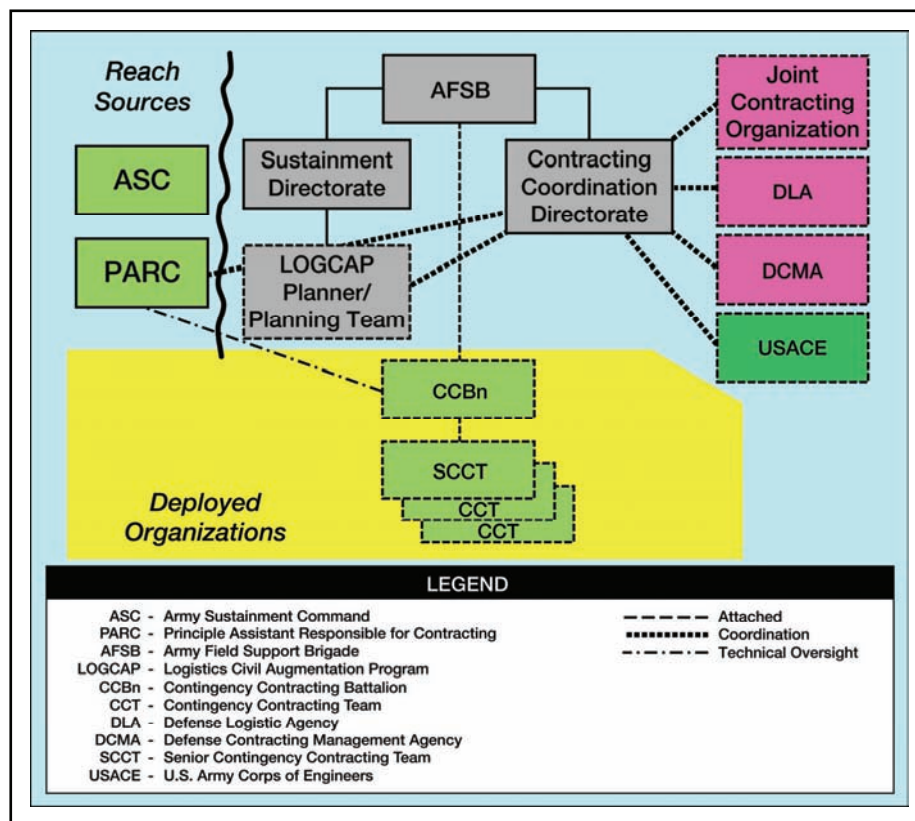


Figure 5-1. AFSB contracting coordination and management (CSB Commander/PARC not deployed)

CONTRACTING COORDINATION DIRECTORATE

5-1. The contracting coordination directorate consists of one contracting planning officer (51C), but may be augmented with additional contracting planning personnel as required. This directorate is the AFSB's primary liaison to the ASCC CSB Commander/PARC. It assists the CSB Commander/PARC and the ASCC G-4 in developing the CSP as well as operational specific contracting policies and procedures. It also is the main staff element to assist the AFSB commander to manage CCBns, SCCTs and CCTs deployed under AFSB control. Additionally, this directorate assists in LOGCAP planning to ensure that it is properly integrated into the ASCC CSP or published as a separate appendix to the logistics annex of the OPLAN. It advises the AFSB commander on theater support contracting issues and coordinates with the CSB Commander/PARC for reach/call-forward of CCBn and/or CCT capabilities. The contracting coordination directorate also assists in providing planning guidance to the contingency contracting community, composed of the CSB Commander/PARC and its subordinate CCBns/CCTs along with team LOGCAP. Specific AFSB contracting coordination directorate responsibilities include—

- Assisting the ASCC CSB Commander/PARC, in coordination with the TSC SPO and ASCC G-4, in developing the ASCC and/or subordinate ARFOR theater support contracting requirements.
- Assisting the CSB Commander/PARC to determine the required number and location of CCBns and CCTs necessary to support the deployed ARFOR(s).
- Assisting the CSB Commander/PARC in developing the CSP with specific emphasis on LOGCAP planning.
- Ensuring contingency contracting, planning, and execution are properly integrated into internal AFSB OPLANs/OPORDs.
- Providing staff oversight to any attached CCBn and/or CCTs in coordination with the CSB Commander/PARC.
- Assisting the requiring activities in obtaining contracted support and in defining their contracting requirements.
- Advising the AFSB Commander on all contracting support issues and how they may impact other AFSB operations.
- Assisting the CSB Commander/PARC in planning for and executing field ordering officer (FOO) training.
- Assisting the CSB Commander/PARC in ensuring FOOs are properly utilized in order to alleviate the CCBn/SCCT/CCT workload as much as practicable.
- Advising the CSB Commander/PARC on consolidation of requirements that can reduce overall procurement costs and administration costs.
- Interfacing with the Defense Contract Management Agency's (DCMA), as necessary, as part of LOGCAP planning.
- Assisting the 3C cell in managing contract visibility as well as contractor personnel accountability and deployment support.
- Coordinating non-U.S. Army contracting support plans, policies and procedures with the appropriate joint or multinational contracting organization, in coordination with the CSB Commander/PARC.

5-2. **Theater Support Contracting Authorities and Responsibilities.** Contracting authority 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 Army commands and ASCCs. The head of contracting activity (HCA) is usually a flag-rank military or civilian official serving as or reporting directly to the commander of each Army command or ASCC. It is important to note that contracting authority is different from command authority. Contracting authority, while separate and distinct from command authority, supports the goals and objectives of the chain of command while avoiding conflicts of interest.

5-3. **Head of Contracting Activity.** Based on recent changes to Army policy, the ASC commander recommends, and the Army Acquisition Executive appoints, an ASCC flag-rank military or civilian to serve as senior Army theater support contracting authority (that is, HCA) for a designated operational area (could be AOR, theater of operations, or joint operational area [JOA]-level HCA). This ASCC HCA has contracting action authority as stipulated by the ASC appointment order along with various acquisition regulations. All Army contingency contracting authority in an operational area flows from the appointed HCA. The Army Contracting Agency remains responsible to appoint HCAs for noncontingency operations.

Note: At the time of the publication of this FMI, the HCA authorities between the ASA(ALT) and USAMC was still under development.

5-4. **Principal Assistant Responsible for Contracting.** In accordance with the latest force design update decision, the CSB Commander/PARC is now a separate O-6 level TOE command and special staff organization that reports directly to the ASCC commander. The ASCC CSB Commander/PARC is responsible overall for theater support contracting planning and execution within a designated AOR, but coordinates very closely with the regionally focused AFSB in planning for and executing this mission. The CSB Commander/PARC's primary duties include, but are not limited to—

- Establishing operational specific policies and procedures for developing, reviewing, and managing the theater support contracting process for a designated operational area (AOR, theater of operations, JOA, and so forth).
- Establishing procedures governing the appointment of contingency contracting officers and FOOs within the operational area.
- Appointing and empowering contracting officers (KO) by delegating contracting authority (warrants). When contingency contracting and ordering officers arrive in the CSB Commander/PARC's designated support area (normally an AOR, but could be a subordinate theater of operations or JOA), the Commander/PARC may issue new authorizations or warrants/letters of appointment so these personnel can perform their duties.
- Exercising statutory- and regulatory-based technical oversight over all contingency contracting personnel deployed into designated operational area.
- Processing deviations, waivers, and special authorizations.
- Leading the development of the ASCC or subordinate ARFOR CSP (published as an appendix to the logistics annex of the OPLAN or OPORD) in coordination with the AFSB, the ASCC G-4, and the TSC SPO.

Note: When the Army is the lead Service responsible for contracting support in a particular operation, the CSB Commander/PARC may lead the joint force CSP per guidance from the CCDR.

- Designating theater-controlled commodities for which procurement authority is reserved to the theater contracting office.
- Establishing and maintaining liaison with other deployed contracting personnel who operate under the contracting authority of their parent organization (such as., USACE, USAMC, USAMEDCOM, U.S. Army Special Operations Command (USASOC), DCMA, and others).
- Advising the AFSB commander on the optimum primary location(s) for the CCBns and subordinate CCTs based on METT-TC and the location of the vendor base.
- Participating in AFSB and ASCC deliberate and crisis-action planning.
- Structuring contracting to best augment the ASCC's CSS capabilities to support the operation plan's (OPLAN) concepts of operations and logistics support.
- Ensuring that the Army CSP addresses requirements derived from the joint strategic capabilities plan (JSCP).

- Working through the AFSB and the ASCC to ensure that the CSB Commander/PARC staff, CCBns, and CCTs are properly captured in the time-phased force and deployment list (TPFDL) and/or RRF process.
- Advising the ASCC and AFSB staffs on managing theater support contracting and contractor personnel part of the integrated mission support package.
- Serving as a member on the ASCC/ARFOR acquisition review board (ARB) and/or joint acquisition review board (JARB).
- Coordinating with the 3C on contractor accountability/contract visibility issues.
- Inputting required contract information into the contingency manpower reporting system.

5-5. **Contingency Contracting Battalion.** The CCBn is an O-5 level command composed of modular contracting teams. These CCBns plan and provide contingency contracting support to leverage available commercial support as a force multiplier for deployed Army units. While theater support contracting is normally executed in a GS basis, a CCBn, in coordination with CSB Commander/PARC and AFSB guidance, may be designated to participate in deliberate and crisis action planning processes, normally at the corps level. When so designated, the CCBn will review unit concepts of operations and support and provide input on same as they relate to theater support contracting. When required, CCBn may lead the development of the corps unit's CSP as an appendix to the logistics annex to OPLAN and CONPLAN. Contracting battalion personnel advise maneuver unit commanders and staffs on commercial supplies and services available in or near their mission area, to provide those commanders operational flexibility and alternative sources of support to supplement organic CSS capabilities.

5-6. **Contingency Contracting Teams.** SCCTs and CCTs provide theater contracting support, normally on a GS basis, by leveraging available commercial support while acting as a force multiplier for tactical level commanders and their staffs. SCCTs, led by an O-4, may be designated by the CSB Commander/PARC (in coordination with the supporting AFSB) to participate in a tactical level (normally division level) unit's deliberate and crisis action planning process. As necessary, these personnel develop and publish a CSP as part of the supported unit's OPLAN or OPORD. SCCT commanders advise maneuver commanders on commercial supplies and services available in or near the mission area, providing those commanders enhanced operation flexibility and alternative sources of support.

5-7. **Requiring Unit or Activity.** A requiring unit or activity is the organization or agency that identifies a specific CS or CSS requirement through its planning process to support the mission. Requiring units or activities must also have funding from the proper appropriations to purchase, rent, or lease commercial supplies and services. Resource managers advise commanders on what appropriations they need to execute their concept of support and the CSP. The requiring activities' other responsibilities are to—

- Define their requirements and develop the associated government estimates.
- Nominate FOOs.
- Nominate contracting officer's representatives (CORs) to monitor contacted support actions.
- Ensure COR nominees are properly trained in the performance of their duties.
- Inspect contractor-provided supplies and services to ensure they comply with the contract's terms and conditions, and advise the contracting officer when there are discrepancies.
- Submit receiving reports (for example, DD Form 250) as required.

5-8. **Field Ordering Officers.** FOOs are individuals nominated by their commands (requiring activities) and appointed by the CSB Commander/PARC or his/her appointed designee to make authorized purchases up to a specified limit. These individuals use a variety of purchase methods to accomplish their duties. They satisfy immediate low-dollar-value requirements for the units they support.

5-9. **Financial Managers and Pay Agents.** Financial management is an integral part of the contracting process. Requirements must have adequate certified funding before the contracting officer can take any action to satisfy requirements through the purchase of supplies and services. Paying agents are appointed to perform specific duties: they are appointed either to support the local procurement process, or to provide support to individuals. Paying agents cannot perform both of these duties simultaneously. Local procurement support involves the purchase of supplies and services from the local economy in order to

meet logistical shortfalls. Individual support entails making payments, cashing checks, and making foreign currency conversions for individual Service members. For local procurement support, the commander appoints a paying agent on an additional duty appointment order. This appointment authorizes the paying agent to disburse public currency in accordance with the special instructions stated in the appointment and the written instructions provided by the financial management commander. The field ordering officer whom the paying agent supports receives separate instructions from contracting officials. The paying agent provides support only for local procurement efforts; the paying agent does not provide any individual support.

Note: Additional information may be found in FM 1-06, appendix D.

5-10. **Contingency Contracting Battalion and Team Command and Control.** When deployed in the operational area during the initial phases of the operation, CCBns may be attached to the AFSB effective upon arrival at the A/SPOD, but remain under the technical supervision of the CSB Commander/PARC. This integrates their services into the “one face on the battlefield” concept yet affords them the technical support they require to ensure they comply with the applicable laws and regulations when administrating and executing contracting actions. The CSB Commander/PARC integrates the CCBns and subordinate SCCTs and CCTs support into the overall CSP, advises the CCBn on specific requirements, and recommends when they need to interface directly with the requiring activity to define requirements and/or administer existing contracting actions. The AFSB’s contracting coordination directorate acts as the integrator between the requiring activities and the CSB Commander/PARC to help coordinate contracting functions within the AFSB. If the duration and scope of the operation requires, the CSB Commander/PARC would deploy into the operational area and regain direct C2 of all CCBns, SCCTs, and CCTs.

5-11. **Contracting Support Planning.** Contingency contract planning is a normal part of operational planning and begins with the identification of certain commodities as being the most likely candidates for contracting. Commanders must involve contracting personnel (including the CSB Commander/PARC, subordinate contingency contracting organizations, the AFSB, and other contracting relate organizations) in mission planning as early as possible to ensure they receive effective support. When it is determined that the supply or organic support system cannot satisfy a need, the request for contracting support will process through support channels for review and approval. Such requirements may be satisfied through (in accordance with a general order of precedence) host nation support (HNS), theater support contracting, or LOGCAP. The AFSB contracting coordination directorate plays a key part in the LOGCAP piece of this planning effort. The decision of which source to use is made by the ARB or as predetermined through the contracting planning process. To streamline the process, the G4/S4 may designate certain commodities as preapproved for local purchase in the CSP, which is published as an appendix to the logistics annex to the OPLAN or OPOD. The CSB Commander/PARC specifies the dollar threshold of actions requiring ARB review in the contracting appendix. Statutory requirements, executive orders, and regulations strictly govern contracting operations. When considering the use of contracting support, commanders and staff planners must be aware of the framework within which contracting elements operate. Planners must work closely with contract lawyers and their contracting officers to ensure that expectations of contingency contracting are executable, supportable, and within the limits of contract and fiscal law/policy. Requiring activities should also nominate FOOs from their assigned personnel and see that they receive the appropriate training prior to deployment. Additional detail on contracting planning can be found in FM 100-10-2.

LOGISTICS CIVIL AUGMENTATION PROGRAM PLANNING

5-12. The LOGCAP support contract is an umbrella contract that maintains, on a regional basis, worldwide plans to support deployed forces during contingency operations. The Army G4 is the approval authority for using LOGCAP and the USAMC ASC is responsible overall for the planning and management of the LOGCAP contract. Operational specific LOGCAP planning is coordinated by the supporting AFSB’s contracting coordination directorate. The LOGCAP authorizes ASCC commanders to preplan for contracting support to provide services, engineering, and construction related support. It allows

the swift acquisition of contracted CSS required in a contingency and may allow a commander to minimize the number of military personnel required in theater. During the initial weeks of contingency operations, LOGCAP can begin to deploy into theater within 72 hours of the procuring contracting officer's (PCO) notice to proceed (NTP). LOGCAP doctrinal principles include the following:

- Plan during peacetime for effective use of contractor support in a contingency.
- Provide a quick reaction to contingency requirements.
- Leverage global/regional corporate resources as facility and logistics services support multipliers.
- Provide an alternative augmentation capability to meet facility and logistics services shortfalls.

More detailed information on the LOGCAP planning can be found in appendix C of this FMI, FM 100-10-2, AR 700-137 (currently being consolidated into AR 715-9), USAMC Pamphlet 700-30, and USAMC LOGCAP Handbook.

5-13. **Acquisition Review Board.** An ARB may consist of operations, logistics, host nation liaison, legal, FM, and contracting members to include CSB Commander/PARC and/or AFSB participation. An ARB can have any number of different names, but they all perform the same function. For a joint task force (JTF), it may be called a JARB. A coalition may have a consolidated ARB called a coalition acquisition review board or CARB. During OIF, a board called a base camp planning board (BCPB) met specifically to approve LOGCAP requirements for base camps. In all situations, the ARB reviews requirements (procurement, services) for contracting support against the established contracting support plans and priorities established by the CCDR, subordinate joint commands and/or ASCC. The board screens requirements and considers whether HNS, theater support contracting, LOGCAP, or other prearranged sources, such as cross-service agreements would best satisfy the requirement. The board is usually chaired by a general officer and has members of the logistics, engineering, FM, and contracting staff. When a unit or staff element wants to request support, it must define the requirement to the board that decides to approve, disapprove, or table the item. When a requirement is approved by the ARB, the ARB is usually agreeing to commit funds against the requirement. This process helps to ensure that we only contract what we need and that we procure by the best means possible. FM 100-10-2 addresses ARBs in detail.

5-14. **Contractor Integration Planning.** Contractor integration planning is related to, but not the same as, the contracting support planning discussed above. Contractor integration planning is necessary to address specific contractor-related deployment, management, force protection, and support requirements that are routinely identified, but not well articulated, in recent operational planning efforts. Responsibility for this area of concern involves many primary staff and special staff members across all levels of command. However, because of the nature of the AFSB structure and mission, it has a key role in assisting the TSC and operational commander to meet this requirement. FM 100-21 discusses contractor integration planning in detail.

5-15. **Contractor Integration Planning Process and Input.** One way to address the contractor integration requirement is to develop and publish a contractor integration plan as a separate annex to the OPLAN/OPORD. However, a more realistic approach may be to have all relevant portions of the OPLAN/OPORD address how contractors supporting an operation are managed, deployed, supported, and protected. More specifically, the OPLAN/OPORD, with or without a separate contractor integration plan annex, must provide the following—

- G-1 input on contractor personnel support (mail, legal, and so on), CDF predeployment training requirements, theater-entrance requirements, and personnel accountability reporting requirements.
- G-2 information on contractor employee clearance and security procedures.
- G-3 information on contractor deployment/redeployment and employment. Employment guidance may include specific time (for example, phase of an operation) and/or location restrictions on contractor personnel.
- G-4 guidance on the issuance of Government furnished equipment (GFE) and life support.
- Provost Marshal-developed force protection policies and procedures.
- Staff judge advocate (SJA) information on legal issues.

- Staff surgeon-stipulated special contractor medical requirements.
- Staff engineer guidance on facility use.

5-16. **Government Furnished Support to 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 allow contracting officers to negotiate with contractors to provide support for valid operational reasons. 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 deliberate planning process 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 at locations close to the intended areas of use or stored at locations that provide for rapid movement to the storage areas. Some materiel examples are protective masks and clothing, communications equipment, firefighting equipment, medical, chemical detection equipment, and life support modules. Contracts must specify contractor responsibility for storage, maintenance, accountability, and testing of Government furnished property. Contracts must also specify contractor responsibility for training and developing procedures for accounting for Government-furnished property. Maintenance and accountability reporting for government-furnished property provided to contractors are in accordance with Army regulations and procedures.

5-17. **Contractor Integration Planning Synchronization.** The ASCC/ARFOR G-3, ICW the G-4, will ensure that the staff planners conduct advance planning, preparation, and coordination to incorporate contractor support into the overall operation. The G-4, the CSB Commander/PARC, and especially the AFSB will be heavily involved in ensuring that contract and contractor personnel management requirements are properly integrated into both the planning and execution phases of an operation. The OPLAN/OPORD should encompass all types of contractor support (theater support, external support, and system) originating from anywhere in the world and serve as the critical link between the supported ASCC, the various functional support elements, contracting activities, and the supporting contractors. With or without a separate contractor integration plan annex, the OPLAN/OPORD must clearly communicate operational-specific contractor integration requirements to the contracting activities so that tailored contracts may be executed. See Department of Defense Instruction (DODI) 3020.41, DODI 3020.37, and FM 3-100.21 for more information on contractor integration planning. Also see appendix D of the FMI for related information on the AFSB 3C staff roles and responsibilities.

JOINT OPERATIONS

5-18. Contracting, primarily theater support contracting and selected external support contracts such as LOGCAP or the other Services civil augmentation programs (for example the USAF's Contract Augmentation Program or AFCAP and the USN Construction Capabilities Program or CONCAP) is often managed at the CCDR or subordinate joint forces commander (JFC) levels to ensure effective and efficient support across the joint force. Joint contracting can be done either through a joint contracting organization or via a lead Service organization. It also can be managed by specific functions (for example, the USAF provides all air traffic control contracted support) or by geographical area (for example, the U.S. Army manages all theater support contracts and LOGCAP support in Iraq).

5-19. **Joint Contracting Management/Command.** A joint contracting office, or in some cases a joint contracting command, may be formed to centralize theater support contracting effort. A joint contracting office or command will be staffed with contracting personnel from all Services operating in the operational area and will provide a centralized approach to theater support. The main difference between these two organizations is that a joint contracting office would only have coordination authority while a joint contracting command would have direct C2 (normally OPCON) over Service contingency contracting organizations operating in the designated operational area. During OIF and OEF, the CCDR formed a joint contracting command to control all theater support contracting in both the Iraq and Afghanistan JOAs. In this arrangement, there is no Army (that is, ARCENT CSB Commander/PARC or AFSB) control over the Army contingency contracting organizations working under joint control.

5-20. **Lead Service or Agency Option.** The lead Service organizational approach is the more common approach to joint contracting. In this option, the CCDR, through his/her directive authority for logistics, appoints a specific Service component or DOD combat support agency (for example DLA) to provide common contracting support for a particular commodity, CS/CSS service, and/or specific operational area. The Service executes this mission utilizing organic contracting planning and management resources; however, in most operations, the lead Service for contracting support will have other Service component and/or DLA liaison officers collocated with their senior contracting command organization. In major operations, the CCDR may also direct the other Services to formally augment the lead Service senior contracting organization staff and when necessary provide selected contracting organizations under the OPCON of the lead Service. Additional joint contracting information can be found in JP 4-010 (currently under development).

Chapter 6

Logistics Support Element and Brigade Logistics Support Team

LAP support is provided to the deployed Army force through flexible, modular, deployable LSE and BLST TDAs. LSEs and BLSTs are transformational changes in the USAMC LAP in response to the ongoing Army's modularity effort. The LSEs and BLSTs accommodate the Army's new modular force designs, support the increased number of combat units, and facilitate the Army's objective in creating capabilities-based units that are scalable, interchangeable, and adaptable. LSEs and BLSTs are agile, rapidly deployable, and capable of meeting changes to mission requirements. The LSE and BLSTs provide technical support to the tactical commander during current—and in preparation for future—operations. They also assist the AFSBs 3C in the area of CDF deployment and accountability.

MISSION

6-1. **Logistics Support Element.** The mission of an LSE is to provide GS technical LAP support to the corps or division headquarters and Army units that do not have a DS BLST. These non-BLST supported units include the four types of support brigades: fire brigades, combat support brigades (maneuver enhancement), battle field surveillance brigades, and sustainment brigades. LSE are attached to the AFSB upon arrival at the A/SPOD and will be further attached to a designated unit for logistics support and incorporation into the local force protection/security plan. The LSE mission areas and capabilities include, but are not limited to—

- Providing C2 of any attached BLSTs, as designated by the AFSB commander.
- Serving as a conduit for C4 between the LSE, deployed LSE modules in support brigades, subordinate BLSTs and the AFSB.
- Performing split-based operations during early entry into operational area or while the LSE displaces.
- Provide appropriate LSE personnel the ability to view and update the location and status of contractors in accordance with CDF accountability requirements (tasked by the 3C)
- Providing LAR technical expertise.
- Assisting in coordinating and integrating PEO/PM system contract support.
- Providing reach capability from the BLST to the AFSB.

6-2. **Brigade Logistics Support Team.** The mission of the BLST is to provide DS technical LAP support to selected combat arms brigade organizations. More specifically, BLSTs are tailored to support the support infantry, heavy and Stryker BCTs and combat aviation brigades (CABs). BLSTs are attached to the AFSB upon arrival at the A/SPOD and are normally further attached to a designated LSE. Additionally, they are attached to their supported BCT or CAB for logistics support and incorporation into the local force protection/security plan. The BLSTs mission areas and capabilities include, but are not limited to—

- Providing LAR technical expertise from the appropriate USAMC organization to include ASC, AMCOM, C-E LCMC, and TACOM.
- Assisting in coordinating ALT assistance called forward to support the BCT.
- Providing technical support reach capability from the BCT to the appropriate USAMC command.

- Assisting the AFSB 3C and supervising LSE in the accounting of, and deployment assistance to, CDF contractors.

ORGANIZATION AND STRUCTURE OVERVIEW

6-3. The LSE and BLSTs are flexible deployable TDA organizations composed of military and emergency essential (EE) DACs. In some operations, these units can be also augmented with contractor personnel. They are modular units and advise the tactical commanders on their specific technical expertise. These teams establish a single LAP point of contact for the operational commander. Figure 6-1 illustrates the LSE and BLST organizational structure and support relationships.

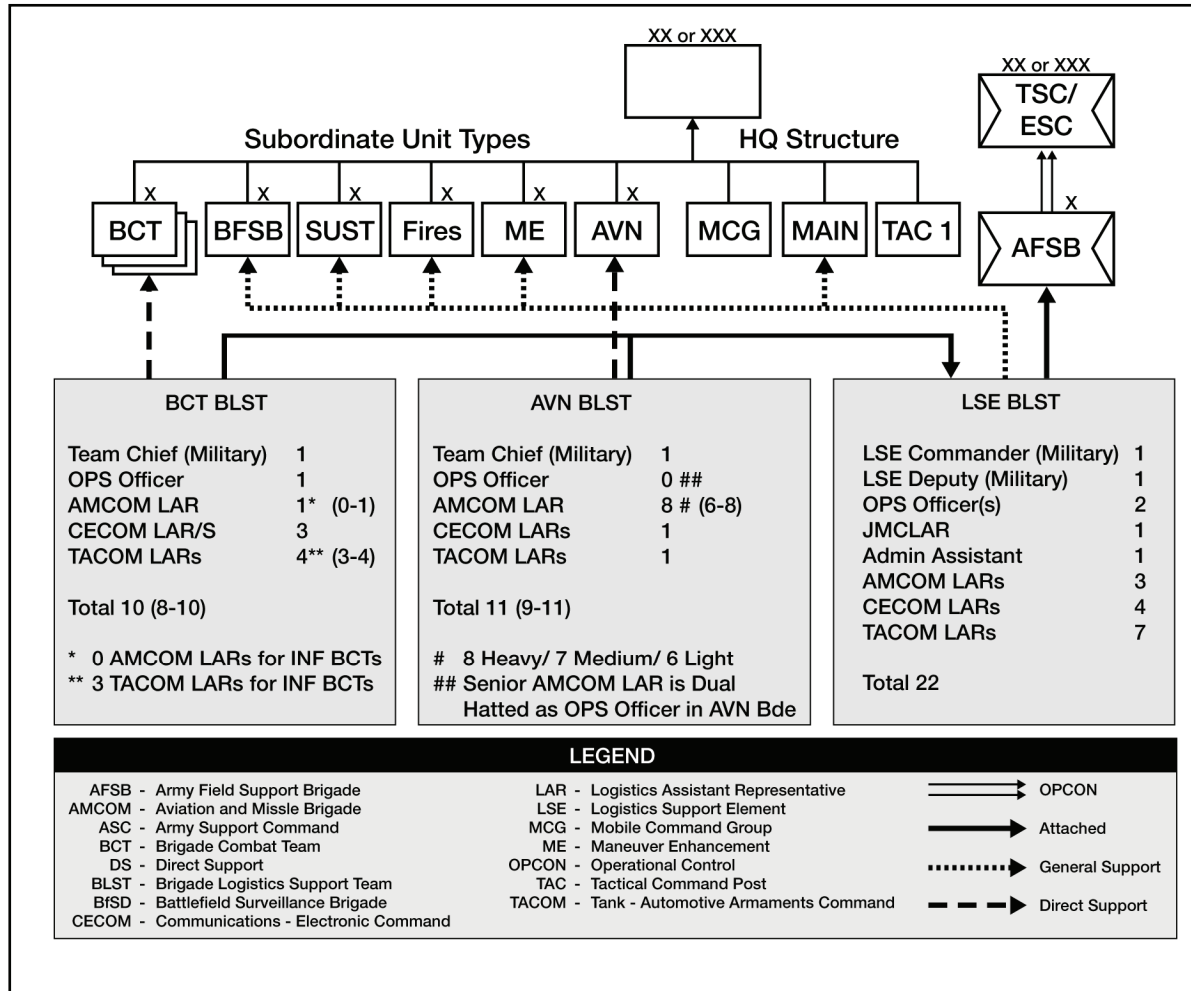


Figure 6-1. Command and support relationship diagram

LOGISTICS SUPPORT ELEMENT ORGANIZATION AND FUNCTIONS

6-4. The base LSE TDA contains 22 military and DAC personnel as depicted in figure 6-1 above. The total number and functional specialties of any given LSE LAR structure will vary depending on METT-TC factors, such as equipment types and densities, supported unit mission, and so on. Additionally, LSEs may task organize into smaller modules that can deploy forward to provide temporary DS to selected units or backup maintenance support to role selected BLTs. The decision to deploy forward modules from the LSE is in accordance with METT-TC and the nature of support needed to sustain operations.

6-5. **Commander.** The LSE commander commands, controls, coordinates, and directs the LSE in accomplishing its assigned missions. The LSE commander serves as the main point of contact to supported commanders for technical assistance and assists in coordinating/integrating ALT support provided by the AFSB.

6-6. **Deputy Commander.** The LSE deputy assists the commander in directing and supervising LSE operations. The deputy commander focuses on the commander's planning processes by ensuring staff work conforms to the mission and commander's intent. The deputy commander is responsible for integrating and synchronizing the LSE's logistics support plan with the tactical commander's concept of operations. The deputy commander will also assume the duties of commander, in his/her absence.

6-7. **Operations Officers.** The LSE has two operations officers: one primary operations officer and one assistant operations officer. Their Individual responsibilities are outlined below.

6-8. The primary operations officer—

- Assists the LSE commander in the decision making process to ensure ALT supported activities are fully integrated in LSE plans and operations.
- Maintains CDF data for all supported units per AFSB 3C guidance.
- Assists in the deployment planning in preparation for overseas deployment of designated CDF personnel as directed by the AFSB 3C.
- Triages systemic failures before sending LARs forward.
- Serves as the entry point for all ALT support provided to supported units.
- Coordinates and transmits supported unit's readiness and other operational reports as directed by the AFSB P/O section.
- Prepares reports to assist the deputy commander in assessing LAR support requirements.
- Ensures communications and information system connectivity between the BLST, the AFSB and supported units.
- Assumes the duties of the deputy commander in his/her absence.

6-9. The assistant operations officer—

- Prepares logistics plans, orders and fragmentary orders, and logistical estimates
- Assists with administrative support to the LSE commander as required.
- Coordinates call forward and movement of Government and contractor personnel per 3C guidance.
- Captures system trends, that is readiness requirements and responds to customer requests.
- Assists BLST operations officers in preparing automated situation reports.
- Receives requirements from the AFSB and translates them into specific LSE tasks.
- Assists in ensuring communications and information system connectivity between the BLST, the AFSB and supported units.

6-10. **Administrative Assistant.** The LSE administrative assistant provides administrative and clerical support to the command and staff. The administrative assistant also utilizes the designated CDF accountability system to account for CDF within a specified AO. The administrative assistant also maintains LSE personnel of training, deployment and other personnel records as required.

6-11. **Army Support Command Readiness Logistics Assistant Representative.** The ASC readiness LAR is responsible for monitoring supported unit readiness and provides assistance in analyzing, reporting, effecting improvements, and coordination the LAP related trends, and issues. The readiness LAR advises the LSE commander on readiness issues, trends and equipment/fleet readiness issues that may affect national-level logistics resources and provides training, as required, to unit level readiness personnel on STAMIS.

6-12. **Army Support Command Supply Logistics Assistant Representative.** The ASC supply LAR assists the LSE commander and staff to research and find solutions to supported unit supply problems. This

ASC LAR works very closely with the supporting unit, LOGSA and DLA to ensure timely resolution of supply related matters.

6-13. **The Joint Munitions and Lethality Life Cycle Management Command Logistics Assistant Representative.** The JM&L LCMC ammunition LAR provides technical assistance for surveillance, distribution, storage, and disposal of ammunition, explosives and ordnance. The ammunition LAR is responsible for advising the LSE commander on ammunition readiness and availability. The ammunition LAR also assists with ammunition requirements for the supported unit and provides training to unit ammunition managers as required.

6-14. **The Aviation and Mission Command Logistics Assistant Representatives.** An LSE normally has three assigned AMCOM LARs. These LARs provide technical/logistical expertise on ground missile systems, Apache airframe, Apache electronics, light attack rotary aircraft, utility aircraft, medium lift rotary aircraft, aviation and missile related shop test equipment, and multiple launch rocket system.

6-15. **Communications and Electronics Life Cycle Management Command Logistics Assistant Representatives.** C-E LCMC LARs address have seven discrete technical skills: Power Generation/Environmental; Sensors; STAMIS; Avionics; IT - Radio; Long Haul Transmission; and IT-Switch. The basic LSE design includes four C-E LCMC LARs.

6-16. **Tank-automotive and Armaments Life Cycle Management Command Logistics Assistant Representatives.** An LSE normally has seven assigned TACOM LARs. These LARs support three technical areas: armament; automotive, and Joint Program Executive Office for Chemical and Biological Defense, (JPEO-CBD). The basic LSE design includes the following TACOM LAR specialty density: three armament LARs; three automotive LARS, and; one JPEO-CBD LAR.

BRIGADE LOGISTICS SUPPORT TEAM ORGANIZATION AND OPERATIONS

6-17. The BLST consists of modular LAR teams that provide logistics assistance to the BCT on a DS basis. The BLST has two major configurations: BCT BLST and aviation BLST; however, the BCT BLSTs are different designs depending on the type of BCT that they support (heavy, infantry and Stryker). Actual deployed BLST organization is METT-TC dependent. BLSTs, with augmentation (contractors), can perform limited and short-term split-based operations while the BLST displaces in support of the BCT.

6-18. **Team Chief and Operations Officer.** BLSTs have a team chief and an operations officer. The team chief is responsible for the BLST operations and personnel. The BLST team chief is assisted in the day-to-day management of BLST operations by the operations officer. The operations officer also performs the duties of team chief in his/her absence.

Note: Aviation BLSTs are not authorized a military operations officer. Doctrinally, the senior AMCOM LAR is “dual hatted” in this position.

6-19. **Heavy and Infantry Brigade Logistics Support Teams Logistics Assistant Representatives.** The heavy and infantry BLST are authorized ten and eight LARs respectively. Heavy BLSTs are comprised four TACOM LARs (normally two armament and two automotive specialists); one AMCOM LAR, and three C-E LCMC LARs. Infantry BLSTs differ from the heavy BLSTs in two areas. First, they do not have an AMCOM LAR assigned because of the low density of ground missile systems. Second, an infantry BLST has only three assigned TACOM LARs (two armament and one Automotive specialist).

6-20. **Stryker Brigade Logistics Support Team.** The Stryker BLST consists of 15 personnel, of which 12 provide various technical functions such as ammunition, supply, communications, electronics, missile support, armament, and automotive support. The difference in LAR personnel in a Stryker BLST is due to an increased number of maneuver battalions (three maneuver battalions in a Stryker BCT versus two in a heavy and infantry BCT).

6-21. **Aviation Brigade Logistics Support Team Logistics Assistant Representatives.** The aviation BLST contains nine to eleven LARs. The aviation BLST basic organizational structure includes one TACOM LAR (armament); one C-E LCMC LAR (avionics) and six to eight AMCOM LARs, depending

on the number and type of aviation battalions are organic to the aviation brigade that it supports. The AMCOM LARs are required to cover airframe and engine skills for five different types of aircraft in the new multifunctional aviation brigade. Concept of support planning guidance for AMCOM LAR are the following: one LAR for each of the five battalions, two LARs per Apache battalion and one multipurpose senior technician to provide overall technical support to the brigade and coordinate the logistics activities for the supported commander.

6-22. **Required Logistics Support Element Backup Support.** There are some TACOM and C-E LCMC LAR functional areas that are not covered by basic BLST designs. For example, BLSTs do not have TACOM SBC specialists. SBC support to the BCTs and aviation brigades must be provided by an LSE. The same holds true C-E LCMC STAMIS, power and environmental support.

COMMUNICATION AND INFORMATION SYSTEMS

6-23. In order to effectively and efficiently operate in today's networked environment, LSEs and BLSTs need to maximize the use of available organic as well as general support communications and information system support. It is imperative that the AFSB ensures that the LSE and BLSTs possess real time information capabilities and shared common operating picture.

6-24. The LSE and BLSTs are capable of providing reach and/or call forward of capabilities via the MMCS, logistics integrated data base (LIDB), and integrated logistics analysis program (ILAP). Additionally, the LSEs and BLSTs use the designated CDF accountability system, currently the synchronized predeployment operational tracker system (SPOT), to assist the AFSB 3C in maintaining CDF accountability. When necessary, the LSEs request additional communications and information system support capabilities from the AFSB. More information on LSE and BLST communication and information can be found in Appendix A of this FMI.

6-25. In order to effectively and efficiently operate, the LSE and BLSTs need to also maximize the use of SPOT because of its ability to maintain accountability and report the status of deployed personnel (military, DAC and contractors) within the AO. This Web-based information system enables the LSE Commander and the BLST Team Chief to possess accurate real time data on their deployed personnel (military, DAC, and contractor) within the AO. Stryker BLSTs also utilize the operational tracking system (OPTRAKS), which is an adjunct package to SPOT.

SUPPORT REQUIREMENTS

6-26. Although the LSEs and BLSTs have organic equipment as part of their TDA, they still require field maintenance support; food service, class II/IV, class III (bulk and package), water, class V, class VI, and class IX support; field services support; religious support; financial management support; legal service support; and medical support (to include class VIII). Additionally, LSEs and BLSTs have extremely limited force protection capabilities and must be incorporated into a specified unit's force protection plan.

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Chapter 7

The Army Field Support Brigade in Support of Full Spectrum Operations

The AFSB is by design a very flexible, modular organization that can expand and contract in accordance with METT-TC requirements. The following discussion provides an overview of how the AFSB would support the force during the six phases of the joint operations/campaign model as found in the newly revised JP 3-0. The joint campaign module phases include—

- Phase 0 Shape.
- Phase I Deter.
- Phase II Seize the Initiative.
- Phase III Dominate.
- Phase IV Stabilize.
- Phase V Enable Civil Authority.

It is important to note that these six phases of the operation/campaign are not independent events and may occur concurrently/simultaneously, as forces deploy to theater. There also may be OPLANs/OPORDs that combine or exclude one or more of these phases. Additionally, this chapter includes a brief discussion of AFSB support of Army demobilization and RESET operations.

PHASING MODEL

7-1. USAMC and ASA(ALT) through the ASC, provide integrated ALT support throughout the full spectrum of military operations. The AFSB is the ASC's primary operational arm within the designated operational area and operates under the OPCON of the supported TSC or ESC. The AFSB is a key bridge between the Army's generating force and operational force and is the first stop for coordinating Army ALT capabilities in support to deployed Army, joint, and interagency organizations. Figure 7-1 provides a graphic display of the joint campaign phasing model along with general joint force commander and AFSB commander responsibilities.

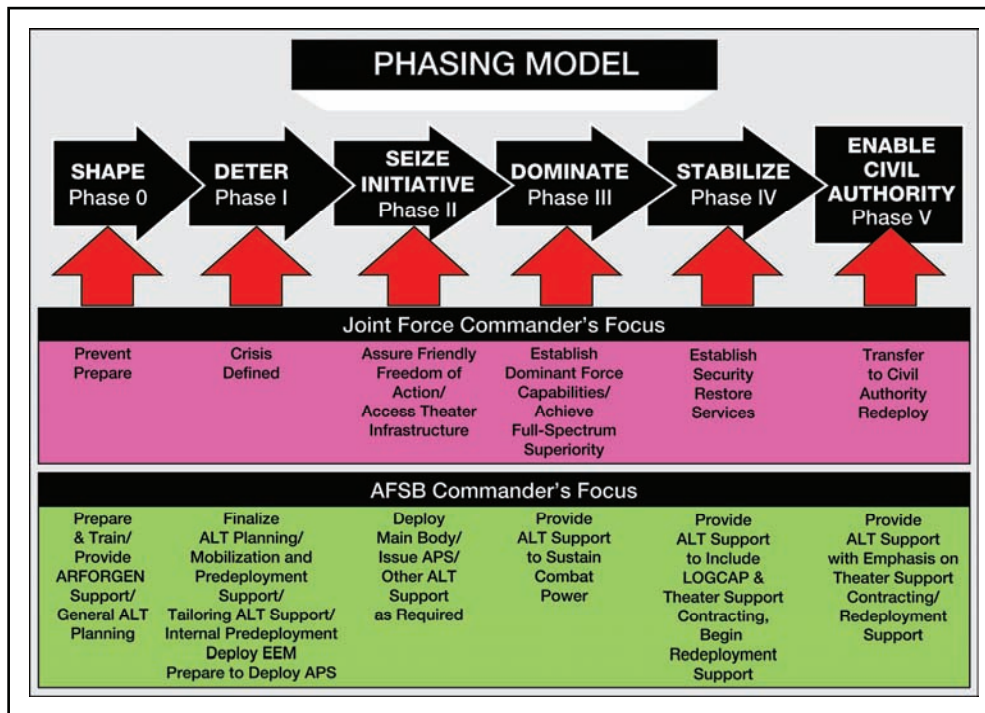


Figure 7-1. Joint campaign phasing model

SHAPE PHASE

7-2. In accordance with JP 3-0, the “Shape” phase of the operation involves normal and routine military activities. For the Army, this includes normal Title 10 support activities as part of the ARFORGEN process. The ARFORGEN process is a structured progression of increased readiness over time, resulting in recurring periods when trained, ready, and cohesive forces are available and prepared for rapid operational deployment in support of the joint force commander’s requirements. While AFSBs themselves do not go through the actual ARFORGEN process, they provide key ALT support to the Army units in this process.

7-3. The ARFORGEN process synchronizes unit readiness, funding, training, manning, and equipping with operational deployment cycles by routine processes: RESET and Training, Ready, and Available for deployment.

- RESET/Train is the first phase of the operational readiness cycle when units redeploy, recover, reorganize, stabilize personnel, receive new equipment, and conduct individual and limited collective training culminating in a commander’s validation that the unit is ready to advance to the next phase of the process. The AFSB will reestablish LAP assistance at posts, camps, and stations and will assist installations/LCMCs in identifying RESET items and/or reconstitution of items at the installations.
- Ready is the second phase of the operational readiness cycle when units are apportioned to the supported CCDR(s) for planning, conduct mission preparation and collective training with operational headquarters culminating in a mission rehearsal exercise (MRE) and/or rotation at a combat training center (CTC), and may deploy if additional operational capability is required. In this phase ALT support will not change, but the AFSB providing ARFORGEN support will begin the planning for transition to the supported AFSB as appropriate. For example, AFSB East will assist a Fort Bragg unit to prepare for deployment, but one of the OCONUS AOR focused AFSBs would be responsible to plan for ALT support to this unit upon arrival at the port of debarkation (POD).

- Available is the third phase of the operational readiness cycle when units are prepared for deployment and may receive alert, mobilization, and deployment orders. ALT support deployment orders will provide detailed guidance on ALT C2 to include LSEs, BLSTs, and other ALT organizations that will be attached to the supported AFSB.

It is envisioned that units will remain in the “Available” phase for 1 year. Afterward, units rotate back to the “RESET/Train” phase and restart the ARFORGEN process. The ASC, through the LCMCs and AFSB East and West, assists FORSCOM by supporting the requirements generated by ARFORGEN. OCONUS AFSBs perform a similar mission for forward deployed forces.

7-4. The USAMC, ASA(ALT), FORSCOM, and the Installation Management Agency (IMA), in partnership with other logistics/sustainment activities and agencies, provide required support to sustain the ARFORGEN process. Additionally, a similar relationship of support exists with OCONUS forces for their assigned units as well. The ASC is a key support organization in this process. The ASC and LCMCs, through its CONUS AFSBs, provide the conduit that links the national sustainment base to the operational commander as forces progress through the mobilization authority phases. Under the new Army modularity concept, the ASC functions as the CONUS TSC for nondeployed FORSCOM units while the OCONUS TSCs provide support for their AOR. It is responsible for leveraging all logistics within CONUS and focusing logistics processes on ARFORGEN requirements as determined by FORSCOM or the appropriate ASCC Commander. Additionally, the ASC integrates logistics with joint and strategic partners at the national sustainment base. Following are specified tasks of the ASC:

- Assist in managing and coordinating the fill of equipment and supply shortages based on supported commander’s priorities.
- Establish, redirect, and validate logistics STAMIS networks.
- Provide command and control for the RESET of equipment and supplies.
- Provide oversight of the RESET of redeploying equipment to include RC equipment after demobilization.
- Assure readiness and availability of training and deployment equipment sets.
- Assist FORSCOM with planning and execution of ARFORGEN and rapid projection of trained and ready forces.
- Coordinate with IMA to ensure that necessary base support (sustainment maintenance and supply) is available for CONUS deploying forces.
- Coordinate with power generation platforms (PGP) and power generation support platforms (PGSP) for unit deployments. Provide backup staging capability (drivers, containerization workers (cleaning, marking, and packing) to assist supported and supporting AFSBs with their equipment staging/shipping requirements.
- Assist the TSCs and our strategic partners in maintaining the distribution pipeline from the national sustainment base to the deployed force.
- Prior to deployment and during operations, provide supported AFSB with required personnel and equipment based on applicable call-forward requests.
- Review contingency TDA to ensure that AFSB planners are working to provide a complete menu of deployable USAMC and ASA(ALT) capabilities to include theater support contracting.
- Work closely with PEO/PM offices, appropriate AFSB, LSE, and BLST to ensure that contractor logistics support is properly planned and that system support contractors are prepared to deploy when required.

DETER

7-5. The “Deter” phase is characterized by preparatory actions that specifically support or facilitate the execution of phases of the operation to a defined crisis. These actions may include mobilizing forces, tailoring forces, and predeployment activities. Key actions for the supported AFSB commander in this phase are finalizing ALT related planning, predeployment activities, and the deployment of the AFSB EEM in accordance with METT-TC and selected ALT functions to an intermediate support base (ISB)

and/or to the operational area. Key AFSB and other ALT organization actions and responsibilities in this phase of the operation normally include the following:

- LCMCs, other PEOs/PMs, and ASCC CSB Commander/PARC provide continuous sustainment support planning, including final deployment preparation of required organizations and individuals.
- PEO/PMs complete required system acquisition and fielding support for deployed forces.
- ASC, in coordination with FORSCOM, ensures that the required sustainment units are mobilized and prepared for deployment.
- The AFSB prepares to deploy its EEM in conjunction with the TSC or ESC to include the 3C.
- The AFSBn is alerted to prepare to provide APS materiel.

7-6. These actions will be closely coordinated with the supported TSC or ESC. The actions will focus on preparing and deploying the initial required ALT capabilities in executing APS requirements, theater support contracting (in coordination with the ASCC CSB Commander/PARC), and LAP support, and in establishing contract visibility/contractor accountability and other critical early entry ALT requirements. All supporting AFSBs will continue to provide ALT support to mobilizing and deploying units as required during this phase of the operation.

7-7. The CONUS strategic base supports joint expeditionary capabilities generated through the ARFORGEN process. The conduit to project capabilities worldwide is the CONUS PGP and PGSP and the deployed AFSB. Multiple PGSPs provide a full range of support for responsive training, deployment, employment and sustainment of forces.

7-8. At mobilization, FORSCOM, the National Guard Bureau/Office of the Chief Army Reserve (NGB/OCAR), maintenance assistance and instruction team (MAIT), and/or ASC AFSBs, LSEs, BLSTs, and IMA directorate of logistics (DOL) review unit logistics readiness. The IMA, with oversight from USAMC, provides installation field and sustainment maintenance and maintains PGP/PGSPs. Additional ALT support requirements are positioned at the PGP/PGSPs and/or to the mobilization stations as required. USAMC/DLA and/or NGB/OCAR fill supply parts requisitions, determine and fill authorized stockage list (ASL), prescribed load list (PLL), authorized basic load (ABL) and perform field/sustainment level maintenance. During deployment, USAMC in concert with ASC coordinates the issue of APS (when and where) as prioritized by Headquarters, Department of the Army (HQDA) and FORSCOM.

7-9. During the deter phase of the operation, the ASC monitors ARFOR readiness and increases support to deployable forces to include the readiness posture and location of APS materiel. In accordance with FORSCOM priorities, the ASC assists with cross leveling equipment and supplies. The Joint Munitions (JM) LCMC provides support for critical class V shortages identified by the deploying expeditionary force. ASC will synchronize these ALT operations with the supported TSC through the appropriate AFSB. Additionally, the ASC will analyze readiness reports in order to inform senior ALT decision makers in determining current and future ALT support requirements and changes to ALT support plans. The USAMC and ASC review LOGCAP support plans and begin to update as requirements are identified.

7-10. Projecting ALT capabilities begins at the CONUS or forward deployed strategic base. Upon mobilization notification, the ASC, with assistance from other USAMC organizations, the LCMCs, and other PEOs/PMs, conducts actions that focus on preparing and deploying ALT organizations under AFSB C2. ALT support plans are reviewed and updated by the AFSB, ASC, ASA(ALT), and USAMC. Based on these updated plans, ALT personnel and organizations are task organized to the supported AFSB and its attached AFSBn, LSE(s), and/or BLSTs. In coordination with the supported AFSB, technology organizations focus on planning from home station and prepare to deploy teams and personnel to the operational area. The AFSB, with support from the ASC and other ALT providers, will ensure that all deploying ALT personnel meet general deployment requirements as well as specific theater entrance requirements determined by the supported CCDR and ASCC. See DODI 3020.41, DA Regulation 600-8-101, DA Pam 690-47, DA Pam 690-47 and USAMC Regulation 690-11 for more information on general deployment preparation guidance and procedures.

7-11. The AFSB initial deployment, as directed by the TSC, will deploy its EEM along with critical ALT support and the ARFOR theater opening forces. These forces will normally include an ESC, sustainment brigade (TO), and other support elements as required. In addition to the EEM, early entry AFSB organizations will normally include an AFSBn to conduct APS support, an LSE responsible for GS LAP support, and BLSTs deploying with their BCTs. Additionally, the AFSB EEM may also normally bring forward limited theater support contracting capabilities as well as a 3C to assist in maintaining CDF accountability in the operational area. See section 7.4.3 below for more detailed information on AFSB deployment execution.

7-12. The AFSB EEM will collocate with and be provided logistics life support from the ESC. The AFSB EEM normally consists of the eight-man AFSB plans and operations section and may call forward a CCT in accordance with METT-TC. Functions such as future planning and readiness analysis should be conducted by the AFSB(-) at home station. Additionally, the AFSB EEM normally coordinates with DOD strategic partners (primarily DLA) to ensure proper coordination of national sustainment support to the ESC SPO.

7-13. The ASC/AFSB(-) will feed deployment data to the AFSB EEM to include sustainment shortfalls identified at the A/SPOE. The AFSB EEM will provide feedback to the ASC/AFSB(-) on strategic airfield and seaport operations in theater. The AFSB EEM will update information on the APS and initial LAP support to arriving units. Additionally, the AFSB EEM will coordinate the initial theater support contracting support effort in coordination with the CSB Commander/PARC as required. The AFSB EEM, in coordination with the ESC SPO, also will obtain and maintain visibility over the supply distribution network and provide integrated inter and intra theater coordination of ALT capabilities to the operational commander.

SEIZE THE INITIATIVE

7-14. The main focus of the AFSB during the “Seize the Initiative” phase of the operation is assisting the TSC or ESC in supporting the generation of combat power at the time and place of need. The AFSB’s main effort will normally be on APS support and providing ALT support to the RSO process. Key AFSB actions and responsibilities in this phase of the operation normally include the following:

- Provide C2 for all Army ALT organizations in the operational area.
- Provide ALT related advice and planning assistance to the TSC/ESC and ARFOR staff.
- Provide ALT support to RSO actions.
- Coordinate and establish ALT communications and computer support.
- Manage APS operations and report to ASC/USAMC on same.
- Integrate theater support contracting support in coordination with the CSB Commander/PARC, the TSC SPO, and AFROR G-4.
- Provide deployment support and account for all CDF personnel; provide CDF accountability information to the TSC/ESC and ASCC/ARFOR as required.
- In coordination with the CSB Commander/PARC, assist the TSC/ESC and ARFOR commander in other contractor and contracting related policy and planning actions.
- Continue to refine LOGCAP plans as necessary; begin calling forward LOGCAP capabilities if required.
- Provide JM LCMC support to ensure proper class V support for ongoing and future combat operations.
- In coordination with the TSC SPO, analyze readiness, identifying ALT related problems, determining responsibility for resolution, and when appropriate, assist with resolution.
- Coordinate and plan for fielding/deployment of computer systems, software, and hardware to specific unit's locations.

7-15. During the “Seize the Initiative” phase, the AFSB and subordinate AFSBns, LSEs, and/or BLSTs provide ALT C2 and connectivity throughout the operational area. The AFSB, AFSBn, LSE, and BLST provide ALT support as additional forces are received in theater and staged in marshalling areas, conduct onward movement, and integrate into the force at the tactical assembly areas. The AFSB’s focus is to

integrate ALT support as seamlessly as possible into the overall concept of support, based on JFC and ARFOR commander's priorities as directed by the supported TSC or ESC. The LSE and BLST manage LAP support to designated units and through the AFSB. Additional ALT capabilities are called forward as required.

7-16. The AFSB and LSE are both capable of split-based operations during deployment and/or early entry into theater. The split-based capability consists primarily of the AFSB EEM and the LSE's operations cell. Modules/teams from both elements may deploy forward depending on METT-TC and other capabilities determined as critical to theater opening operations. Depending on METT-TC, both the AFSB EEM and LSE operations cell will normally set up with the ESC until the follow-on sustainment brigade(s) establishes initial ALT support in the operational area. The AFSB EEM's mission is to provide ALT to theater opening operations; stand up the 3C; arrange life support, communications, and transportation for USAMC and ASA(ALT) personnel arriving in the operational area; and report the status of theater opening to the AFSB main body. The LSE operations cell's primary mission (should it accompany early entry forces) is to communicate information to the LSE main body on theater opening and the current distribution/maintenance capabilities prior to arrival of tactical forces.

7-17. Upon arrival in theater, the AFSB and LSE main bodies assume their mission to integrate ALT support with unity of command (single C2 of ALT capability) to support the operational commander.

7-18. The AFSB plans for and coordinates ALT reach capabilities in the form of information reach and call-forward capabilities. This reach responsibility begins at the LSE and BLSTs. When feasible, the AFSB and its subordinate units will use information reach capabilities to address technical issues; however, when an ALT capability or requirement exceeds forward deployed assets or can not be met through reach capabilities, the AFSB will call forward requisite ALT capabilities from the national sustainment base through ASC. These requests for additional ALT capability will be coordinated and approved by the ESC and then forwarded to the ASC operations center that will coordinate with the appropriate LCMC, ATEC or other supporting ALT organization.

DOMINATE

7-19. The "Dominate" phase of the operation or campaign is normally characterized by significant combat operations. During this phase, the AFSB commander focuses on providing ALT support to the ARFOR along with designated joint and multinational organizations as directed by the ASCC and TSC. AFSB mission focus and functions during the "Dominate" phase of the operation or campaign may include, but is not limited to, the following:

- Provide C2 for all Army ALT organizations in the operational area.
- Provide a single point of contact for ALT capabilities with reach capability to the national sustainment base.
- Provide and/or coordinate communications and information system support for all AFSB organizations.
- Integrate theater support contracting with the CSB Commander/PARC (if CSB Commander/PARC is not deployed).
- Deploy and employ sustainment maintenance organizations (component repair teams and platoons, ESA, CVET, FRA, TASMG, and so forth).
- Deploy and employ JM LCMC ammunition support teams.
- Call forward and employ system fielding teams as required (MFT, NET, and RFI).
- Call forward and manage Army FAST.
- In coordination with DLA, provide class IX technical/information assistance.
- Provide area maintenance and field support, to include technical assistance, field software engineering support, and on-site maintenance as requested.
- Initiate LOGCAP support as required.
- Continue to provide accountability and deployment support to CDF personnel.
- Integrate other USAMC support capabilities such as AOAP.

- Perform retrograde operations.

7-20. During the “Dominate” phase, the AFSB, LSE, and BLSTs provide continuous ALT support to Army Forces throughout the depth of the battle space. The AFSB must ensure that ALT support meets the operational and tactical-level commanders’ priorities. ALT support must be focused on sustaining combat power and should be weighted to support the main effort. If appropriate, joint and multinational support may be integrated into the support plan. The AFSB must be also prepared to enhance its ALT capabilities through theater support contracting. Certain operational requirements may over commit an AFSB’s capabilities; when that occurs, the ASC may coordinate with the supported TSC to deploy a separate AFSB and the CSB HQs to take over portions of the original AFSB missions. In these situations, the actual C2 relationships between these organizations and the supported units will be METT-TC dependent.

7-21. A central responsibility of the AFSB Commander is to understand and focus ALT capabilities on the ARFOR commander’s main effort in order to sustain momentum and combat power. The AFSB commander, along with the leaders of the AFSB subordinate elements, must ensure that ALT support meets the operational and tactical commanders’ priorities. The LSE(s) and BLSTs are responsible to communicate information to the AFSB on support requirements that exceed their capability. The AFSB, in coordination with the ASC and the supported TSC, will pulse forward required ALT support based on METT-TC.

STABILIZE

7-22. The “Stabilize” phase is required when there is limited or no functioning civil governing entity present in the operational area. This phase of the operation or campaign includes providing or assisting in the provision of basic services to the local population and will usually include significant multinational and interagency support. Selected redeployment related actions may also take place in during this phase.

7-23. During this phase of the operation or campaign, the AFSB may actually increase mission support as forces are adjusted, repositioned, and redeployed and new forces are deployed into the operational area. In OIF, AFSB Iraq’s mission expanded in many ALT areas and continued in others. Specific AFSB mission focus and functions during the “Stability” phase of the operation or campaign may include, but are not limited to, the following:

- Provide C2 for all Army ALT organizations in the operational area.
- Continue to provide a single point of contact for ALT capabilities with reach capability to the national sustainment base.
- Provide and/or coordinate communications and information system support for all AFSB organizations; adjust as necessary as forces are repositioned.
- Assist the CSB Commander/PARC in the integration of theater support contracting.
- Expand LOGCAP support to multinational and interagency operations. Begin the transition of selected LOGCAP support functions to theater support contracting.
- Assist in recovery of battle-damaged systems.
- Adjust sustainment maintenance support organizations (component repair teams and platoons, ESA, CVET, FRA, TASMG, and so forth.) capabilities to meet new requirements to include repairing equipment returning to APS stocks and stay-behind equipment.
- Continue support from JM LCMC ammunition support teams with emphasis on returning unused ammo to APS or national sustainment stocks.
- Continue to manage Army testing, science and technology teams as required.
- Plan for and begin ALT related redeployment support to the operational force.
- Plan for redeployment of AFSB organizations and personnel. Coordinate the redeployment of selected AFSB organizations and personnel as required.
- Continue to provide class IX technical/information assistance in coordination with DLA.
- Continue to provide area maintenance and field support, to include technical assistance, field software engineering support, and on-site maintenance as requested.

- Continue to provide accountability and deployment support to CDF personnel.
- Continue to provide other ALT support capabilities, such as AOAP.
- Collect and record ALT lessons learned; provide to USAMC and ASA(ALT) as directed.
- Continue retrograde operations.

7-24. During the “Stabilize” phase, normal LAP and other ALT technical support continues, but priorities will be adjusted to forces and equipment key to the stabilization mission. Theater support contracting and LOGCAP support may be increased in both scope and importance to the overall mission. Theater support contracting may become more important as a means to stimulate the local economy. LOGCAP support may continue to be a key support mechanism, especially to multinational forces and interagency organizations such as Department of State. Additionally, the AFSB begins planning and coordinating support to redeploying forces. This effort may include ALT support to materiel retrograde as well as maintenance support to returning APS equipment and stay-behind equipment.

ENABLE CIVIL AUTHORITY

7-25. The “Enable Civil Authority” phase is characterized by JFC support to legitimate civil governance. The goal of this phase is for the joint force to enable the viability of civil authority and its provision of essential services to the local population. It also will include the redeployment of selected forces, often including many of the JFC’s combat arms organizations. The “Enable Civil Authority” phase of the operation or campaign can overlap the “Stability” phase as seen in Operation Iraqi Freedom (OIF). In OIF, the JFC’s decisive effort by most accounts was standing up viable Iraqi police and military capabilities (for example, the effort to “Enable Civil Authority”); however, maintaining security (for example the effort to provide “Stability”) remained a critically important mission of the coalition forces.

7-26. The AFSB commander, in accordance with TSC command and staff guidance, adjusts ALT support to meet the change in forces and mission focus. The AFSB Commander’s focus during the “Enable Civil Authority” phase of the operation or campaign may include, but is not limited to, the following:

- Provide C2 for all remaining Army ALT organizations in the operational area.
- Continue to provide a single point of contact for ALT capabilities with reach capability to the national sustainment base.
- Adjust communications and information system support for all AFSB organizations as necessary as forces are repositioned/redeployed.
- Provide ALT related redeployment support to the operational force.
- Integrate theater support contracting with the CSB Commander/PARC (if CSB Commander/PARC is redeployed). Terminate contracts as required.
- Continue the transition of selected LOGCAP support functions to theater support contracting and/or terminate LOGCAP task orders as appropriate.
- Continue to adjust sustainment maintenance support organizations (component repair teams and platoons, ESA, CVET, FRA, TASMG, and so forth) capabilities to meet new requirements to include repairing equipment returning to APS stocks and to the national sustainment base.
- Continue to provide accountability and redeployment support to CDF personnel.
- Continue to provide class IX technical/information assistance in coordination with DLA.
- Continue to provide other ALT support capabilities such as AOAP.
- Coordinate the redeployment of the remaining AFSB organizations.
- Continue to perform retrograde operations.

7-27. AFSB coordinates the redeployment of ALT support organizations with the supported TSC and the ASC. BLTSs normally redeploy with their supported unit. Other ALT organizations redeploy as directed by the AFSB. During this phase of the operation, the remaining deployed CCBn and CCTs may revert back to AFSB control and CSB Commander/PARC will redeploy to home station.

DEMOBILIZATION AND RESET

7-28. While not an official phase of a joint operation, demobilization and RESET require significant ALT support and are part of the ARFORGEN strategy. Once back at home station, units undergo RESET of equipment and supplies. RESET is a strategic assessment incorporating lessons learned from the conflict, including resourcing, repairing/overhauling, and prioritizing facilities and assessing personnel; establishing a long-term sustainment plan for force rotations in theater; and reestablishing and reconfiguring the APS. The objective of RESET is to return personnel and equipment to the ARFORGEN cycle.

7-29. The ASC, in coordination with the AFSBs, provides oversight for the regeneration and RESET of redeploying forces. ASC RESET related focus areas include, but are not limited to the following:

- Reviews overall unit logistics readiness and forwards supply follow-on and maintenance reports to FORSCOM, NGB, and OCAR. As appropriate, provides recommendations for cross-leveling of class VII assets based on the redeploying unit's logistics readiness and maintenance posture.
- Monitors RESET maintenance activities on returning as directed and funded by HQDA G4.
- Provides estimates and coordinates the replenishment of APS items.
- Provides C2 and management of CONUS-based AFSBs' support RESET operations.

7-30. USAMC MSCs, LCMCs and other PM/PEOs participate in the RESET process by providing depot services and expertise to RESET equipment. The AFSB's role is to assist the LCMCs, other PM/PEOs, supported units, and IMA at posts, camps, and stations to return supported unit equipment back to 10/20 standards. LCMCs and other PM/PEOs RESET-related focus areas include, but are not limited to—

- National sustainment maintenance managers review all sustainment maintenance contracts for essentiality.
- Fill equipment requirements for APS shortages (excluding class III (B) and class VIII), the CONUS sustaining base, and the training base in accordance with HQDA priorities and objective levels.
- Support the logistical readiness of demobilized and redeployed units; provide accompanying and follow-on supplies in accordance with procedures established for contingency operations.
- Fill materiel requisitions to allow commands, units, and individuals to redeploy at predetermined readiness status in accordance with Army G3, G4 and G8 priorities.
- Provide logistics support for new equipment fielding to RESET units.
- Execute the HQDA distribution and redistribution plan for equipment.
- Expand depot and arsenal facilities and capabilities to support demobilization. Identify potential depot shortfalls and develop plans and procedures, including commercial contractors, to overcome shortfalls during crisis.
- Provide technical assistance in the development of weapon system support contracts and statements of work.
- Assist other Army Commands/ASCCs and maintenance activities in the development and maintenance of PLL and ASL by ensuring that the level of maintenance, climatic conditions, terrain, abnormal operating conditions, and low-density items and repair parts versus component and assembly support are considered.
- Establish and operate a program to provide home station commanders with technical advice and assistance in resolving problems concerning the operation and maintenance of assigned systems or classes of materiel. Reestablish and operate garrison LSE and BLSTs.
- Develop programs that facilitate the repair and return of unique, low-density items to support demobilized units.
- Conduct reverse industrial base planning, including commercial item substitutes, to compress support while executing force sustainment in the CONUS sustaining base and the training base.

- Monitor all performance-based logistics contract support requirements, deliverables, and contract performance, and develop fall-back plans for operational gaps and support issues.
- Expedite initial provisioning actions underway for new items released from production. Coordinate action with HQ USAMC and ASC.
- Plan to provide modified policy and/or guidance for requisitioning, care, storage, and shipment of retrograde materiel.
- Plan to and coordinate funding class IX spares for the national maintenance program and for depot maintenance. Replenish APS materiel as directed and funded by HQDA.
- Integrate the component repair companies into the industrial base, as needed, (depots and arsenals) to provide both surge and repair component repair capability.

Appendix A

Communications and Automation Support

In a dynamic, complicated, and uncertain environment, communications and automation systems play a vital role in determining the overall success of the mission. The AFSB's ability to communicate in real-time and to use/interface with standard Army and joint automation systems is critically important to the mission success. The AFSB must utilize all facets of communications and automation systems in order to obtain a common operating picture and sustain operational awareness.

A-1. The AFSB's communications automated systems allow users and mission partners to share the information they need, when they need it, in a form they can understand and act on with confidence and protect information from those who should not have it. This creates a horizontal atmosphere where the AFSB will enable LSE and BLSTs to possess real time information regarding their capabilities on the modern day battlefield. The AFSB's communication and automated systems follow these critical principles:

- Maintain interdependent relationships between the lower echelons and the supported headquarters.
- Share information with other AFSBs.
- Possess excellent capabilities for voice, Internet (high-speed wireless and secure capability), e-mail (both Nonclassified Internet Protocol Router Network [NIPRNET] and Secret Internet Protocol Router Network [SIPRNET]), data and video (video includes video teleconference [VTC] that is transmitted on a secure network).
- Possess both split-based and reach capabilities.
- Maintain worldwide access via satellite links to commercial, joint, interagency and multinational circuits.
- Able to use and interface with current Army Battle Command Systems (ABCS) and STAMIS along with emerging systems such as SPOT and joint logistics analysis tool.

COMMUNICATIONS SYSTEMS SUPPORT

A-2. C-E LCMC is responsible for designing, procuring, implementing, and supporting the AFSB's military and COTS communication/network systems. C-E LCMC provides the architectural framework and systems engineering to ensure joint interoperability and horizontal technology integration across from the tactical to strategic levels. Organically, an AFSB possesses several types of communication systems that are grouped in two categories: command net radio and Army common user systems. The AFSB utilizes several organic command net radio systems to include single-channel ground and airborne radio system (SINGARS), MMCS, very small aperture terminals (VSATs), tactical satellite (TACSAT) and AN/PRC-127 handheld radio. SINGARS being the primary tactical communications systems and the MMCS being the primary support coordination communication system for the AFSB command and staff.

A-3. **Single-Channel Ground and Airborne Radio System.** The AFSB and all contingency contracting organizations have SINGARS capability as their primary means of tactical communication. Although primarily a voice transmitter, SINGARS can also be used to pass limited data transmissions. The planning range for this system is a maximum of 10 kilometers dismounted and 35 kilometers mounted. The range can be extended through use of retransmission equipment or antennas such as the OE-254 which are not organic to the AFSB. The AFSB can also use it to access into the Army common user system via the use of a combat net radio interface such as the KY-90.

A-4. **Joint Tactical Radio System.** The joint tactical radio system (JTRS) provides seamless real time communications. It can operate as voice, data, and video and is interoperable among other Services and multinational forces. The JTRS, with its open architecture and upgradable hardware and software capability, enables reprogramming of secure, mission-specific communication protocols in a matter of minutes, for a few troops or for an entire joint task force. The JTRS uses the same modular, open, and layered architecture tenets as commercial industry.

A-5. **Multi-Media Communication System.** The MMCS is a highly mobile (transit case) COTS, contractor-operated system that has been procured for AFSB headquarters use. This system provides 48 phones and computer hook-up and can scale up METT-TC dependent. The system provides both secure and nonsecure voice, video, and data support. This allows a single system to meet mission requirements for both early entry and sustainment operations. The MMCS easily adapts to users' requirements by providing universal interfaces to military and commercial systems.

A-6. **Very Small Aperture Terminals.** VSATs provide forward deployed sustainment units a communication capability for logistics systems or STAMIS that is substantially the same as in the garrison environment. VSATs connect sustainment elements across the globe. VSATs are small, software-driven earth stations used for the reliable transmission of data or voice via satellite. They require no staff or additional technology to operate them. They simply plug into existing terminal equipment. VSAT satellite communications provide virtually error-free digital data communications and better than 99.9 percent network reliability. VSAT services are delivered through the use of KU-Band geostationary satellites. VSATs use a star network with the use of satellite earth stations that rely on a large central hub. They can be configured in both one-way (receive only) and two-way (interactive) VSAT terminals. The AFSB headquarters and EEMs are currently supported by MMCS, but subordinate AFSB organizations may receive VSAT support when they are colocated with a sustainment unit operating this system.

A-7. **Tactical Satellite Radio.** The use of satellite communications gives the AFSB its greatest range. The TACSAT radio transmits in the Ultra High Frequency (UHF) and Very High Frequency (VHF) range, requiring the antenna to have line of sight (LOS) with the satellite. The U.S. Army Network Command manages satellite access time. The AFSB must request in advance to use satellite communications. Satellite communications provides reach back and call forward capabilities to the AFSB.

A-8. **AN/PRC-127 Handheld Radio.** The radio set is a hand-held, 14-channel receiver/transmitter (R/T) consisting of two-way communications at 136 to 160 MHz. This radio provides local communications and allows for the AFSB to integrate into base operations communications system.

AUTOMATION SUPPORT

A-9. The AFSB utilizes selected ABCS, STAMIS and other emerging automation systems to perform their mission. A description of each of the key AFSB automation support systems is provided below.

A-10. **Army Battle Command Systems.** The ABCS consists of an entire suite of interconnected C2 systems that provide enhanced situational awareness to unit commanders and staff members. The AFSB's primary ABCS support comes from the Force XXI Battle Command, Brigade and Below (FBCB2)/Blue Force Tracking (BFT) and Battle Command Sustainment Support System (BCS3), which are discussed below.

A-11. **Force XXI Battle Command, Brigade and Below/Blue Force Tracker.** The AFSB has organic FBCB2/BFT capabilities. FBCB2/BFT is the principal digital C2 system for the U.S. Army at brigade level and below. The system is an automated, network-enabled command and control system, which provides brigade and below elements with a seamless battle command capability. The computer, along with associated communication and global positioning system (GPS) equipment, allows each platform user in the network to send and receive information across the depth and breadth of the battle space. The system facilitates the flow of battle command information and supports lower echelon tactical mission requirements. Additionally, it interoperates with Army and Joint C2 and other sensor systems on the battlefield, resulting in vertical and horizontal information integration. This shared common battlefield picture displays near real-time information, which contributes to situational awareness, provides graphics and overlays, and allows the exchange of C2 messages (predefined and free text). The FBCB2/BFT system

automatically updates its position every 5 minutes or if the platform has moved 800 meters. The system provides the following major capabilities:

- Positional information and navigation support.
- Tactical messaging.
- Graphical overlay creation and transmission.
- The production and dissemination of reports and returns.
- Limited terrain analysis.

Note: The AFSBs may not actually be fielded any FBCB2/BFT systems until at least FY08.

A-12. **Battle Command Sustainment Support System.** The new BCS3 supports the sustainment related C2 and battle management processes by rapidly processing large volumes of logistical, personnel, and medical information. The BCS3 facilitates quicker, more accurate decision making by providing an effective means for combat arms, CS, and CSS commanders to determine the sustainability and supportability of current and planned operations. The BCS3 collects and processes selected CSS data in a seamless manner from CSS STAMIS, manual systems/processes, other related source data, and hierarchical automated C2 systems, for example, FBCB2/BFT. Based on these inputs, BCS3 generates and makes available near real time CSS C2 reports, responds to CSS related ad hoc queries, and provides CSS information in support of the ABCS common picture. The latter capability represents the essence of ABCS and serves to ensure that all Army commanders and staffs see and understand the battle space and gain dominant situational awareness on the battlefield by sharing the pertinent data of that common picture. The current logistical data is augmented with analytical and decision support tools that enable the commander to make well-informed decisions rapidly and effectively.

A-13. **Standard Army Management Information Systems.** STAMIS provide detailed, day-to-day processing of management CSS information and operations. STAMIS are also the key source of CSS data for BCS3. This section discusses STAMIS critical to AFSB specific operations.

A-14. **Global Combat Support System (GCSS).** GCSS-Army is the replacement for several of the Army's current STAMIS. It will operate in conjunction with other key systems (such as BCS3). It provides support personnel detailed information about support required by the war fighter and the current availability of needed materiel, to include items in the distribution system. GCSS-Army will address the Army's current automation dilemma of having stove-piped systems, that is, systems that do not share information horizontally among different functional areas. It will employ state-of-the-art technology to include client-server technology designed to take full advantage of modern communications protocols and procedures. It will be designed with the maximum amount of communications capability and flexibility so that it can take advantage of any available communication systems to include commercial or military, terrestrial or space-based. GCSS-Army will comply with the Defense Information Infrastructure (DII)/common operating environment technical and data element standards. Compliance with these DOD-level standards is a critical step toward achieving the required joint interoperability to support the DOD GCSS.

A-15. **Integrated Logistics Analysis Program.** ILAP is the standard management tool used by the Army that collects, integrates, and displays logistical and financial data. The ILAP operates at all echelons of the Army and is a key system for the AFSB supply specialist. Its financial data is derived from the Defense Finance and Accounting Service (DFAS), while the logistical data is obtained from the appropriate maintenance and supply sites. This cross-functional information is integrated and aggregated to the upper echelons to provide summary decision support views and detailed information drill-downed to the document detailed level.

A-16. **Logistics Integrated Data Base.** LIDB is the Army's central databank for supply and transportation information. LIDB provides visibility of individual requisitions and shipments as well as a number of reports such as requisition processing times for an individual direct support activity.

A-17. **Property Book Unit Supply Enhanced.** The property book unit supply enhanced (PBUSE) provides a responsive and efficient means to maintain accountable records for the Army's inventory of

property in the hands of TOE and/or TDA units, National Guard and reserve units, and Installations. The PBUSE enhances the way today's Army does business. The PBUSE not only improves property accountability and data integrity but also eliminates the need for continuing balance system-expanded (CBS-X) reporting and unique item tracking (UIT) system reconciliations. The PBUSE fully supports serial number tracking, mobility planning, and national-level redistribution.

A-18. **Logistics Applications of Automated Marking and Reading Symbols.** The logistics applications of automated marking and reading symbols (LOGMARS) is a special application used by the DOD and is governed by Military Standard MIL-STD-1189B. It defines acceptable ranges for a number of variables, including density, ratio, bar height, and size of the human-readable interpretation line. This logistical barcoding system enables the Army to maintain total asset visibility (TAV) and accountability of all classes of supply, especially class IX maintenance parts and class VIII medical resupply items.

A-19. **Operational Tracking System.** OPTRAKS is an ASC approved system developed by the Stryker Brigade BLST. The OPTRAKS performs four key mission areas:

- Account for civilian/contractor movements in, out, and around the brigade AO (compatible with SPOT).
- Triage and capture all trouble reports for the brigade.
- Capture LAR reports (for example, trouble reports, cost avoidance reports.).
- Produce statistical reports for all levels of command.

OPTRAKS uses data from SPOT to populate local personnel records and identifies responsibilities for equipment repair/support. OPTRAKS manages contractor movement within the Brigade AO at levels below SPOT. The package also reconciles incorrect personnel data with SPOT. The personnel data and equipment tables in OPTRACKS are compared, based on the supported unit's MTOE, to ensure that the right mix of contractors, and/or LARs, work a problem (with risk and cost avoidance being a key goal). In the future, OPTRAKS will be fielded in all BLST's LSE(s) in order to serve as a conduit for AFSB information flow. This will allow all commands to operate based on accurate and timely information.

A-20. **Synchronized Predeployment Operational Tracker.** The SPOT system is a Web-based, net-centric, scalable construct that is capable of maintaining personnel accountability information. It is currently designed to provide standard and ad hoc reports on the status of designated contractor personnel deployed in support of contingency operations. It serves as the 24/7/365, single worldwide source to record an individual's organization, training, and contact information, contract information, movement and location, and a great number of personal data elements. See appendix D for much more detailed information on the SPOT system.

Note: At the time of writing this FMI, the SPOT system is being examined by DOD as the possible interim program of record to capture and maintain CDF personnel accountability and contract visibility in contingency operations.

Appendix B

Internal Resource Management Support

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. In its broader definition, Army RM includes cyclic planning, programming, distribution, usage, accounting, reprogramming, and redistribution. This appendix is intended to provide general internal AFSB resource management guidance.

B-1. The AFSB is involved in managing AFSB resources both in garrison and when deployed. Statutory and regulatory RM controls of purpose, time, and amount, require that—

- Funds are available for specific purposes; for example, funds for family housing cannot buy tanks (Purpose).
- Funds are obligated during their period of availability for needs that arise during that period (Time).
- Funds shall not be expended in excess of the amount authorized (Amount).

B-2. During peacetime, USAMC and ASC provide the majority of RM services and allocate the funding for the AFSB. The key areas of support are for the AFSB TOE/TDA, consolidated cost estimates for travel and exercises, tracking costs, facilitating reimbursement, and cross leveling to distribute nonreimbursed cost for AFSB operations. Once the AFSB receives notification of deployment, USAMC provides updated RM instructions to the ASC and AFSB commanders. With guidance from the TSC, USAMC can also recommend the appropriate staffing requirements to carry out RM functions. ASC, in conjunction with the supported TSC, coordinates with the RM office of the headquarters controlling the operation on topics such as—

- The degree of centralized funding for the operation.
- DOD policy on reimbursement for common provider services.
- The use of project codes.
- Management decision evaluation package codes.
- Functional cost amount codes.

RESOURCE MANAGEMENT RESPONSIBILITIES

B-3. LCMCs, separate reporting activities (SRAs), and other PEOs/PMs initially fund their participation in AFSB operations. They continue to pay for salaries, benefits, and travel for their members until notified by USAMC that the supported CCDR has assumed this responsibility. The AFSB tracks expenses and submits periodic reports to the ASC. Prior to deployment, the LCMC, USAMC SRAs, and other PEOs/PMs resource managers are the primary point of contact for AFSB members concerning questions about AFSB funding.

B-4. As the senior representative of USAMC and ASA(ALT) in the operational area, the AFSB commander must exercise stewardship of all deployed USAMC resources. Special areas of attention include—

- Tracking costs and expenditures of funds for AFSB support missions (organic, attached, and OPCON elements while in the operational area).
- Ensuring contingency contracting is used efficiently and effectively, in coordination with the CSB Commander/PARC. More specific theater support contracting funding information can be found in FM 100-10-2.

- Supervising FOOs, paying agents employed to support AFSB operations.
- Ensuring quality finance support is provided to the members of the AFSB.
- Reporting resource status to the TSC and ASC as required.

FUNDING SCENARIOS

B-5. In peacetime, the AFSB relies on ASC to perform its RM functions. Once an AFSB deploys, it is supported via the ASCC directed tactical FM system; however, the ASC retains responsibility for preparing the project objective memorandum for all AFSBs whether they are deployed or not. The AFSB may also have an attached an RM section or individual (see paragraph B-9 below).

B-6. The AFSB's support 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 contract labor. It is important to track and document costs incurred for all others from major combat operations to stability operations. The Army may receive reimbursement either from supplemental budget requests or from agencies like the United Nations (UN). The OPLAN will specify applicable cost reports.

B-7. Under HQDA guidance, the ASCC will strive to keep funding and RM mission at the highest level possible. It may, however, assign cost account codes and reporting procedures for all command RM offices. In most contingency operations, RM funding for the AFSB is through the CCDR to the ASCC. The DOD will provide these funds for a specific operation. Initially, the Army will finance emergency requirements for its force with available funds until additional guidance and funds are allocated. Guidance from HQDA will give information on resource management for the particular contingency. USAMC and ASA(ALT) can seek reimbursement for the costs it incurs for AFSB support either via a supplemental budget request or from the supported commander.

B-8. For certain deployments, the AFSB may provide selected lead Service common user logistics support to other Services, multinational partners, and/or governmental or nongovernmental agencies as directed by the CCDR. In these situations, the AFSB must keep close track on said supplies and services in accordance with ASCC guidance. This will require reports on costs incurred for this common provider support. Operating activities of the AFSB may be required to identify this type of support on separate customer accounts to capture the costs. The ASCC RM will establish a policy and reimbursement mechanism.

AFSB RESOURCE MANAGEMENT SECTION

B-9. When attached, the AFSB budget section may deploy one of its members to augment the AFSB EEM although it is possible to perform the RM function from home station. Factors to consider whether or not to deploy AFSB RM personnel are the duration of the mission and the RM procedures established by the ASCC RM. The RM section should be mission capable as early as possible. The RM section performs an assessment of resource needs and establishes contact with the senior U.S. Army RM in the operational area.

B-10. When operational at its full TOE/TDA authorized strength, the functions of the AFSB RM section are similar to those of an RM in a tactical headquarters. The TDA of the AFSB provides military and civilian staffing for budget analysis and accounting. The purpose of the RM section is to assure funding for AFSB operations. Listed below are typical functions of the AFSB RM section. These functions change based on the operation, the concept for theater resource management, deployment staffing of the AFSB RM section, and the AFSB commander's guidance.

- Identifies and requests levels and types of funding from the ASCC or CCDR to support AFSB operations.
- Certifies funds when procurement of supplies, services, and equipment is authorized.
- Distributes obligation authority to AFSB FOOs.
- Funds AFSB contracting officers.

- Funds internal AFSB personnel related actions (emergency leaves, temporary duty).
- Prepares and submits cost reports to the ASCC on obligations incurred.
- Coordinates with the supporting ASCC FM units for paying theater support contractors by cash or check, providing cash to paying agents, and providing financial advice. FM units also support military, travel, claims, and pay for local labor. Check cashing and currency exchange support extends to civilian employees and contractor employees.
- Provides resource advice to the AFSB FOOs when the FOO positions are established.
- Tracks costs for support to allies, if directed by the TSC commander.
- Tracks costs and expenditures of funds for AFSB support missions (organic and attached) in the operational area.

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Appendix C

Logistics Civil Augmentation Program

The LOGCAP is an Army program that provides logistics and engineering/construction support from commercial sources. It is an external support contract that provides the operational commander an alternative source for filling CS/CSS shortfalls by using contractor expertise and resources when other sources of support are not available or not available at sufficient levels. The LOGCAP support contract is the base contract for the program. It allows contingency planning to augment deployed Army Forces and provides logistics and minor engineering/construction services. The AFSB is the ASCC's LOGCAP planning and execution organization, under the operational control of the TSC/ESC headquarters. For more detailed information on LOGCAP see AR 700-137 (currently being consolidated into AR 715-9), USAMC Pamphlet 700-30, and USAMC *LOGCAP Handbook*.

Unless otherwise specified, the term LOGCAP refers to the LOGCAP support contract and the task orders issued under that contract.

Note: At the time of publication of this FMI, the Army was transitioning between LOGCAP III to LOGCAP IV. LOGCAP IV changes, such as having multiple performing contractors and a separate planning/management contractor, are not reflected in this text.

C-1. The LOGCAP does not replace military force structure. It is an augmentation to existing military force structure. The Army will use LOGCAP when contractor support is an effective, expeditious, and cost effective means to augment selected Army CS and CSS capabilities. Task orders issued under the LOGCAP support contract are not intended to be utilized for long-term sustainment support. It is HQDA policy that the all of these task orders be designed to be readily converted to competitively bid theater support contracts.

C-2. LOGCAP is primarily designed for use in operational situations where there is limited military CS/CSS capabilities and when there are no or insufficient HNS and theater support contracting capabilities. The fundamental principles of LOGCAP support include the following:

- Provide effective contingency contractor support.
- Leverage global/regional corporate resources to maximize selected CS and CSS capabilities.
- Provide an alternative augmentation capability to meet facility, logistics, and services shortfalls.
- Reduce operational tempo burden on military CS and CSS forces.
- Provide a quick reaction contracted support to contingency requirements.

RESPONSIBILITIES

C-3. The HQDA, G4 is the proponent for the program. USAMC plans and manages the execution of the program through the ASC. The supported ASCC utilizes the LOGCAP support contract as required. The AFSB is the ASCC's LOGCAP planning and execution unit.

C-4. The USAMC ASC is responsible for the LOGCAP support contract and directs both the planning and execution functions through the AFSB. The AFSB—

- Advises the ASCC and TSC on alternative means to satisfy CS/CSS requirements.

- Closely coordinates LOGCAP related planning efforts with the TSC SPO, the ASCC G-4, and the CSB Commander/PARC.
- Promulgates and proliferates knowledge and information regarding LOGCAP capabilities to include the LOGCAP support contract under the LOGCAP capstone program.
- Provides a single focal point and core structure in theater responsible for the centralized oversight and management of LOGCAP task orders.
- Supervises the execution of LOGCAP within the operational area.

C-5. The LOGCAP contractor has specific planning and execution requirements. A synopsis of these requirements follows:

- Participate in ASCC designated planning conferences and develop specific LOGCAP support plans (see planning section below for details on these plans).
- Participate in exercises to verify the completeness and accuracy of the existing LOGCAP related plans.
- Deploy and execute support missions to augment the force and provide the logistics services in accordance with the task order performance work statements (PWS).
- Accomplish other USAMC-directed missions specifically listed in the LOGCAP support contract.

PLANNING

C-6. As discussed in chapter 5 of this FMI, planning to utilize the LOGCAP support contract must be fully integrated and synchronized with the supported force logistics plan. All organizations involved in LOGCAP planning will consider the use of the following CS/CSS sources in the order of precedence as listed:

- Organic military support (includes Active Army, Reserve Component, and other Services' CS/CSS capabilities).
- Foreign nation support, including HNS and allied/coalition support.
- Local commercial support through theater support contracting.
- LOGCAP task orders.

C-7. The LOGCAP support contract stipulates that the LOGCAP contractor develop and maintain multiple planning documents. The LOGCAP plans include—

- Worldwide management and staffing plan (WMSP). This plan provides a capability for initiating specified logistics, construction, and engineering support for a force of 25,000 to 50,000 personnel. It provides the strategy and methodologies necessary for execution during an actual operation. The WMSP plans for sustainment support for a year and a half from the notice to proceed with a possible extension of up to another 180 days.
- Regional management plans (RMP). These are general area support plans based on AOR-wide requirements.
- Specific operational support plans. These plans address LOGCAP requirements for specific CCDR/ASCC OPLANS.

C-8. The ASCC, through the supporting TSC, determines the optimum means for satisfying the requirements based on criticality, timeliness, quality, and cost. The ASCC and the supported CCDR must review OPLANS and other program requirements and determine what services and functions can/should be done by contracted means. They must then rank contract requirements and develop an acquisition plan to incorporate contractor augmentation support into OPLANS. All aspects of contractor involvement provided under LOGCAP should be addressed in the CCDR and ASCC CSPs. This includes advice and assistance of the ASCC and/or USACE engineer planners concerning required construction/engineering services. In identifying the requirements, planners must specify in as much detail as possible the standards, timelines, and affordability. Additionally, contractor involvement must be specified in sufficient detail to permit rapid integration of contractor support. The OPLANS should address topics such as locations, support requirements, contractor mobilization periods, liaison requirements, and so forth.

C-9. The AFSB sustainment directorate, augmented by USAMC LOGCAP operations directorate planners, works closely with the AFSB LOGCAP deputy program director, AFSB P/O section, the AFSB contracting coordination directorate, the TSC SPO, the ASCC G-4 and the CSB Commander/PARC to ensure that the LOGCAP, HNS and theater support contracting plans are properly coordinated and integrated into the overall logistics plan. The ASC LOGCAP planners are called forward when necessary and will augment the AFSB contracting coordination directorate to assist in the initial LOGCAP planning requirements. LOGCAP planner responsibilities include—

- Developing LOGCAP contingency support plans for all supported OPLANs and providing those plans to the AFSB P/O section.
- Advising the CCDR, ASCC, TSC and/or AFSB command and staff on LOGCAP capabilities, limitations, projected costs.
- Incorporating LOGCAP management requirements and procedures into the AFSB internal OPLAN.
- Including required contractor personnel into the approved OPLAN TPFDD.
- Ensuring LOGCAP plan is developed in accordance with applicable international law and existing Status of Forces Agreements (SOFA).
- Notifying the applicable embassy staffs on the potential use of LOGCAP augmentation.
- Coordinating and exercising contractor-developed plans in training exercises.
- Coordinating with the USACE planners for construction and engineering service expertise regarding LOGCAP task orders.
- Coordinating with the DCMA for contract administration services, such as contract administration, quality control and assurance, and property accountability expertise regarding LOGCAP.

LOGCAP contractor related contingency planning responsibilities may also include revising the WMSP, writing regional or country-specific plans, preparing special reports and/or studies as requested by the ASCC in support of a specific OPLAN, or supporting other military or nonmilitary plans.

EXECUTION

C-10. When an operation requires LOGCAP support and permission to use LOGCAP support is given by HQDA G-4, the requiring unit (often the supported ASCC) will formally identify LOGCAP requirements and work with the AFSB LOGCAP planners to develop task order PWSs. The contractor will provide a rough order of magnitude (ROM) cost estimate to perform the requirements in the PWS within 24 hours of notification by the procuring contracting officer (PCO). The ASC LOGCAP contracting officer will provide the necessary contract documents along with the notice to proceed (NTP) to the LOGCAP contractor and the contractor will fill the requirement. The ASC then executes in-theater program management and contract management through the responsible AFSBs. The AFSB commander, utilizing his/her sustainment directorate, functions as the central focal point to the customer for LOGCAP planning and execution. The AFSB Commander also provides the current status of LOGCAP initiatives and actions as required to the TSC or other command as required.

C-11. The ASC's LOGCAP operations directorate will prioritize the contractor's efforts based on operational priorities. The deliverables will include details on how the contractor will execute augmentation requirements. This includes but is not limited to required resources, possible acquisition sources (both theater support and other external theater acquisition sources), estimated cost/cost controls, timelines, and quality control.

C-12. LOGCAP execution will be tied closely to the ARB or JARB per operational specific OPLAN and/or directives. The ARB/JARB process provides advice on alternative methods for satisfying logistics/construction requirements. The ASCC CSB Commander/PARC, the TSC and numerous other ASCC/ARFOR or joint staff take part in this process. The ARB/JARB prioritizes requirements and allocates workload to military units, HNS, theater support contracting, or LOGCAP based on criticality, timeliness, quality, and cost. FM 100-10-2 provides additional information about the ARB process. In addition to managing the ARB process, the ASCC also must—

- Ensure that there is adequate force protection/security for LOGCAP contract support personnel.
- Assist in resolving diplomatic/political problems such as entry visas, SOFA agreements, and so on.
- Fund LOGCAP contract execution.
- Ensure the assignment of a LOGCAP point of contact (POC) at each contract site.
- Participate in the LOGCAP award fee board/contract performance evaluation board

TEAM LOGCAP

C-13. The AFSB provides oversight of what is called team LOGCAP. This team coordinates the execution and management of LOGCAP in theater. The size of the team is METT-TC dependent. The team chief will come from the ASC's LOGCAP operations directorate. In addition, team LOGCAP will normally consist of—

- The AFSB sustainment directorate (normally will be augmented with LOGCAP planner/planning cell).
- The LOGCAP deputy program director.
- An LSU detachment.
- The DCMA.
- The Defense Contract Audit Agency (DCAA).
- The LOGCAP contractor.

C-14. Team LOGCAP provides a central management structure and conduit for information and ensures the smooth execution of LOGCAP requirements. The team is essential to planning and executing LOGCAP augmentation support during an operation. It is a selectively manned, equipped, and trained team. The team will—

- 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.

C-15. The AFSB sustainment directorate is responsible for coordinating the day-to-day LOGCAP planning and execution requirements along with the rest of team LOGCAP. This directorate will keep the AFSB commander and P/O section informed of any and all LOGCAP execution changes, issues, or shortfalls.

C-16. The LSU enhances LOGCAP's worldwide contingency support capabilities, increases LOGCAP's military presence, and interfaces with the supported customer in the field. The LSU is an important addition to the existing LOGCAP program, which provides peacetime planning for the use of LOGCAP support in contingencies. Members of the LSU actively participate in military exercises, operations, and contingencies throughout the world. The unit is made up of Army Reserve Soldiers with specialties in logistics, engineering, quartermaster, transportation, and ordnance. The unit is tailored to provide flexible deployment packages to support AFSBs worldwide. The LSU is critical to LOGCAP's ability to support the AFSBs, by providing readily deployable cells that can be tailored for any contingency.

C-17. The LOGCAP deputy program director is assigned to ASC and, when necessary, is attached to an AFSB to provide direct, in-theater LOGCAP program management support. The LOGCAP deputy program director will designate the administrative contracting officers (ACO). The DCMA provides the ACOs. The individuals are appointed by name and trained on LOGCAP services. The LOGCAP deputy program director issues each ACO an appointment letter clearly articulating responsibilities, authorizations, and limitations.

C-18. The DCMA is a DOD combat support agency responsible to provide worldwide contract management services. Team LOGCAP DCMA ACOs provide LOGCAP contract administrative and management services as directed by the LOGCAP PCO. For more information on DCMA, see JP 4-07.

C-19. The DCAA is a DOD combat support agency responsible for conducting contracting related audits. Team LOGCAP DCAA employees are responsible for conducting LOGCAP related audits, cost analysis, and financial system approval.

C-20. The LOGCAP contractor(s) will deploy and immediately coordinate follow-on support upon receiving the NTP on a LOGCAP contract. The contractor will provide an ROM cost estimate to perform the requirements in the PWS within 24 hours of notification by the PCO. The contractor will also—

- Brief the requesting command on its ROM and plan to execute the requirements in the PWS.
- Mobilize and provide requested approved support within contractual timelines.
- Provide appropriate on-site management at all levels.
- Provide guidance, information, and attention to executing the requirements in the PWS.
- Identify and resolve potential problems.

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Appendix D

Contractor Coordination Cell

Today, contractors are vital for sustaining combat power and assisting the operational commander in accomplishing the mission. As the Services become more dependent on contractors, a system with procedures incorporated for accounting and tracking contractor movements needs to be in place in the AOR, beginning at home station. One of the AFSB functions is to assist the operational force to gain and maintain contract visibility and personnel accountability of all CDF contractors. The 3C is the AFSB's element that performs this function. It assists in deployment support of CDF personnel and ensures all force protection measures are disseminated and followed and provides a conduit of information flow for casualty reporting. The 3C uses the SPOT system to accomplish this mission.

MISSION

D-1. The mission of the 3C is to assist the ASCC and subordinate Army commands to capture contract visibility and CDF personnel accountability in the operational area as outlined in DODI 3020.41. The 3C also assists Army commanders in the planning and preparation of CDF personnel deployment. As directed by the TSC or ARFOR commander, the 3C may also assist the operational commander in tracking local national contractor (LN) and third country national (TCN) working for the deployed force. Additionally, the joint force commander may direct the 3C to provide contract visibility and CDF accountability support to the joint force as a whole.

ORGANIZATIONAL OVERVIEW

D-2. The 3C internal organization is METT-TC dependent. It has a core of two personnel consisting of a 3C chief and contractor accountability specialist. A/SPOD representatives also may be required. The number of contractor personnel depends on the number of A/SPODs in the AOR. The ASC provides the 3C equipment and attaches the 3C to the AFSB's P/O section upon deployment.

RESPONSIBILITIES

D-3. **Plans and Operations Section.** The AFSB P/O section chief is responsible for managing 3C personnel and to ensure that 3C functions are adequately planned for, resourced, and properly executed.

D-4. **Chief, Contractor Coordination Cell (3C) and Operations Manager.** The 3C chief is overall responsible for the day-to-day 3C related mission. Specific 3C chief and operations manager responsibilities include—

- Exercising overall responsibility for maintaining contract visibility and CDF accountability per ASCC guidance.
- Providing deployment assistance for all Army CDF personnel.
- Providing electronic contractor personnel reports through SPOT.
- Maintaining, in coordination with the CSB Commander/PARC, maintain visibility of theater support contracts and their associated contract companies, supported organizations and all associated CORs.
- Acting as a liaison between the AFSB Commander and local commanders, CORs, contractor leads, and supported unit to account and track contracts and CDF personnel. This includes

identifying all in-theater CORs and contractor leads responsible for reporting contractor status.

- Operating contractor reception activities at the A/SPOD to receive, process, and account for contractors arriving in and departing from the operational area.
- Ensuring contractors provide appropriate information for entry in SPOT.
- Providing input and oversight for the SPOT database configuration management and operation.
- Establishing and disseminating procedures to ensure the recording of contractor information entering the AOR at locations other than the A/SPODs has the same accuracy and timeliness as those entering through the A/SPODs
- Maintaining SPOT.
- Providing 24-hour operational capability within the AFSB headquarters to address issues relating to contractors.
- Planning to establish subordinate contractor coordination cells at additional locations as required (LSE/BLST).
- Providing contractor personnel accountability information to the G-1 as required.

D-5. **Air/Sea Port of Embarkation Representative.** The A/SPOD representatives are contractors hired by ASC and managed by the 3C. The number of contractor representatives depends on the number of A/SPODs in the AOR and the size of geographical area where the contractors will operate in.

D-6. **Contractor Accountability Specialist.** The contractor accountability specialist operates the cell's SPOT by consolidating all the information from the 3C nodes (this will occur within the SPOT cell DB management team). The contractor accountability specialist also troubleshoots contractors needing assistance in the RSOI process and any other accountability SPOT issues.

D-7. **Logistics Support Element and Brigade Logistics Support Teams Operation Cells.** The operations cell in the LSE and BLST assists the 3C in updating contractor information and location on a daily basis.

D-8. **Army Field Support Brigade S-1.** The AFSB S-1 will receive daily accountability reports on the number of contractors from 3C. The S-1 will include contractor status in daily personnel reports to the TSC in accordance with ASCC guidance.

D-9. **Company Points of Contact.** 3C personnel are assigned commercial companies with which to establish a 24/7 POC. The intent is to provide a working relationship with each company, foster a consistent dialogue for accountability of contractors in the operational area as well as provide key contact information to facilitate two-way communications in the case of emergencies. The database will include information on each company.

D-10. **Tactical Units with Embedded Contractors.** There are many CDF personnel that have a habitual support relationship with a specific Army unit. These units work closely with the AFSB, LSEs and BLSTs to ensure that their embedded CDF personnel are properly prepared for deployment and are incorporated into deployment planning. Specific supported unit responsibilities include, but are not limited to the following:

- Arrange deployment support and maintain accountability of embedded CDF personnel within their designated AO.
- Submit reports to the AFSB 3C in accordance with command directives.
- Establish and execute policies to receive, support, and protect contractor personnel operating within their AO.
- Notify the AFSB, LSE, and/or BLST of the request for contractor support in the AO.
- Monitor contractor movement in the AO to ensure compliance with the procedures set forth in this FM and local directives.

FUNCTIONS

D-11. The 3C performs numerous specific functions in order to support the overarching contract visibility and contract accountability mission. The 3C specific mission requirements include the following:

- Perform battlefield tracking and accountability of contractors.
- Ensure SPOT database administration and maintenance.
- Perform SPOT database information analysis and quality control.
- Assist CDF personnel in performing the self-registration task or refer to their company POC.
- Receive, review, and process daily electronic situation reports (SITREP) via SPOT.
- Establish and maintain contact with unit POCs and tracking cells in the LSE and BLSTs.
- Provide command updates as required.
- Coordinate deployment support (predeployment, during deployment, postdeployment) for USAMC and PEO/PM CDF personnel as well as other Army or joint CDF personnel as directed.
- Provide assistance in resolving immigration problems for CDF personnel.
- Assist stranded contractor personnel in movement to and from their supported unit. Coordinate temporary life support as necessary.
- Collect compliance information as per applicable acquisition regulation clauses.
- Assist contractor integration into the receiving, staging, and onward movement (RSO) at the joint reception center (JRC).

D-12. The 3C has nodes operating from the A/SPOD and throughout the operational area. Deployment of these nodes ensures up-to-date contractor accountability and contractor management when contractors enter the operational area. A standard 3C node has a base of one to two people. This is intended to give accountability 7 days per week with one or two 12-hour shifts, depending on contractor traffic. Staffing can be increased based on contractor traffic and METT-TC. Although not a doctrinally tasked mission, the 3C node may provide up to two full-time dedicated immigration specialists (provided by ASC) to interface with host nation/support allied nation entry requirements. The diagram below depicts the 3C functions and procedures when contingency contractors are deploying to and entering an operational area.

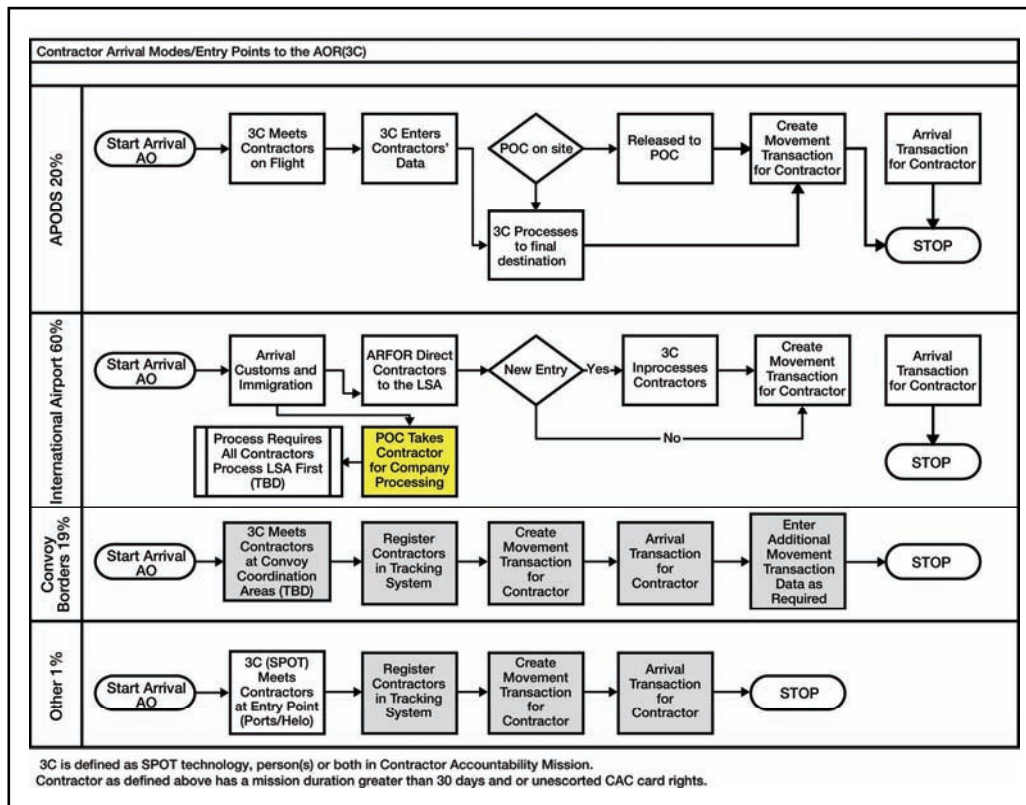


Figure D-1. Contractor arrival modes/entry points in the AOR (3C)

BATTLEFIELD ACCOUNTABILITY AND TRACKING

D-13. Battlefield accountability and tracking is the daily awareness and updating of information pertaining to the accountability and movement of CDF on the battlefield. Battlefield tracking requires the use of overlapping information systems. These systems include receipt of daily electronic SITREPS from 3C field LNOs, information exchange with unit POC, daily SPOT updates from the LSE and/or BLSTs, movement information provided by the A/SPODs representative, and contact with individual contractors via self-registration. Battlefield tracking and accountability of CDF personnel includes providing casualty information to the theater Casualty Assistance Center (CAC) and/or the Casualty and Memorial Affairs Operations Center (CMAOC).

D-14. **Tracking Arrival into the Operational Area.** Contractors arriving and deploying from the A/SPOD will have their personal information recorded by the 3C representative in SPOT. Each contractor will fill out a data sheet provided by the 3C representative. The 3C representative will record information and update the database to reflect the departure of a contractor.

D-15. **Reporting.** A tracking matrix records SITREP information and allows the 3C to develop a common picture on the status of contractors on the battlefield. Electronic SITREPs via SPOT submissions are in the same reporting period as other personnel reports (PERSTAT) by S1/G1 sections. Electronic SITREPs analysis comparing the database and SITREP will identify changes in contractor status. The analysis includes personnel statistics from human resource reporting systems. Use of the PERSTAT will allow collaboration of information as well as a source of information for those units not submitting a 3C SITREP. The 3C Chief also provides command updates as required. This will normally be in the form of presenting information on accountability of contractors at different locations on the battlefield. All reports regarding contractors are from the SPOT database.

D-16. **Database Quality Control.** All entries in the database will adhere to a standardized format and method of entry to ensure quality control of data.

D-17. **Requests for Information.** Requests for Information (RFI) from numerous sources will occur on a regular basis. 3C personnel will record the RFIs and follow up to resolution. The 3C will gather POC information from the source and inform the requestor of the results of their RFI.

D-18. **Support Requirements.** The 3C cell depends on adequate facility and communications support. The 3C cell requires a dedicated space of 10 feet by 10 feet or a shared space with another accountability node. The floor should be hard stand or have a built up surface to allow for the safe operation of computers during inclement weather. This allows for the set-up of desks and terminals used in SPOT operations. The contractor will either process using movement logs in the SPOT database, scanning technology, or swiping of common access cards (CAC) cards; this requires several terminals be available to quickly process traffic. The speed in processing contractors depends on the space allocated to the 3C. Ideally, the space allocated to the 3C should be in or adjacent to the flow of traffic at the A/SPOD and ensures that contingency contractors will not miss or ignore the required accountability movement SPOT process. The 3C requires a dedicated high-speed Internet (satellite or host nation support provided) to operate SPOT. The standard equipment included in the 3C node is —

- One to two computers for internal 3C use. One to four additional terminals for self-registration function depending on traffic.
- One to two desks with chairs depending on size of 3C node (one for two contractors; two for three or more).
- High-capacity copier, printer, and scanner.
- Communications (DSN, international line, and local cell).
- Two 2-drawer locking file cabinets.
- Folding table (6 feet long) or a permanent counter.
- One uninterruptible power supply (UPS) per computer.
- One external hard drive per computer.
- 3C signs.
- Preprinted forms supporting operations.
- Office supply package (paper, pens, print cartridges, and so on).

SYNCHRONIZED PREDEPLOYMENT OPERATIONAL TRACKER

D-19. The SPOT system is an interim Web-based, scalable, hybrid personnel tracking/contract visibility system that has been designated by USAMC to provide standard and ad hoc reports on status of USAMC related contractor personnel deployed in support of contingency operations. It serves as the 24/7/365, single worldwide source to record an individual's organization, training and contact information, movement and location, and a great number of personal data elements.

Note: The SPOT system is currently being used by USAMC to track key contractor personnel accountability and related contract visibility information in ongoing contingency operations. At the time of the publication of this FMI, SPOT is not an Army or DOD system of record, but is under consideration (along with other systems) for designation as such.

D-20. The SPOT database is fed information from home station and 3C personnel located at CONUS/joint reception centers (C/JRC) and the A/SPOD. It is managed and implemented through the 3C and its nodes throughout the AOR. The SPOT application will perform the following functions:

- Allow specific personnel itinerary and movement tracking.
- Provide reporting accountability of deployed personnel.
- Maintain a Web-based repository of data on personnel who deploy in support of ongoing operations.

- Interface with other personnel accountability systems to incorporate movement data into contractor records.
- Perform data validation through key interfaces with strategic database systems.

D-21. The SPOT is a certified application running on an accredited network. It uses the latest technologies and standards to provide tailored solutions to meeting ever-changing accountability requirements. Army Knowledge Online (AKO) single sign-on provides definable user access rights by organization, maintains an audit trail of actions taken, and allows for expansion capabilities for user registration. The organization determines user rights and privileges, which also determines their viewing and editing capabilities. Deployees, once they have an active AKO account, will be able to populate and update their individual record, to include movements.

D-22. The system's database allows each organization to tailor the data elements and control data entry to ensure quality and accuracy. The SPOT also contains Interactive Multimedia Instruction (IMI) as an embedded online training tool to provide comprehensive instruction on new features and functionality. A stand-alone version of this training is available on the SPOT Web site. Figure D-2 is a pictorial representation of the SPOT data flow process.

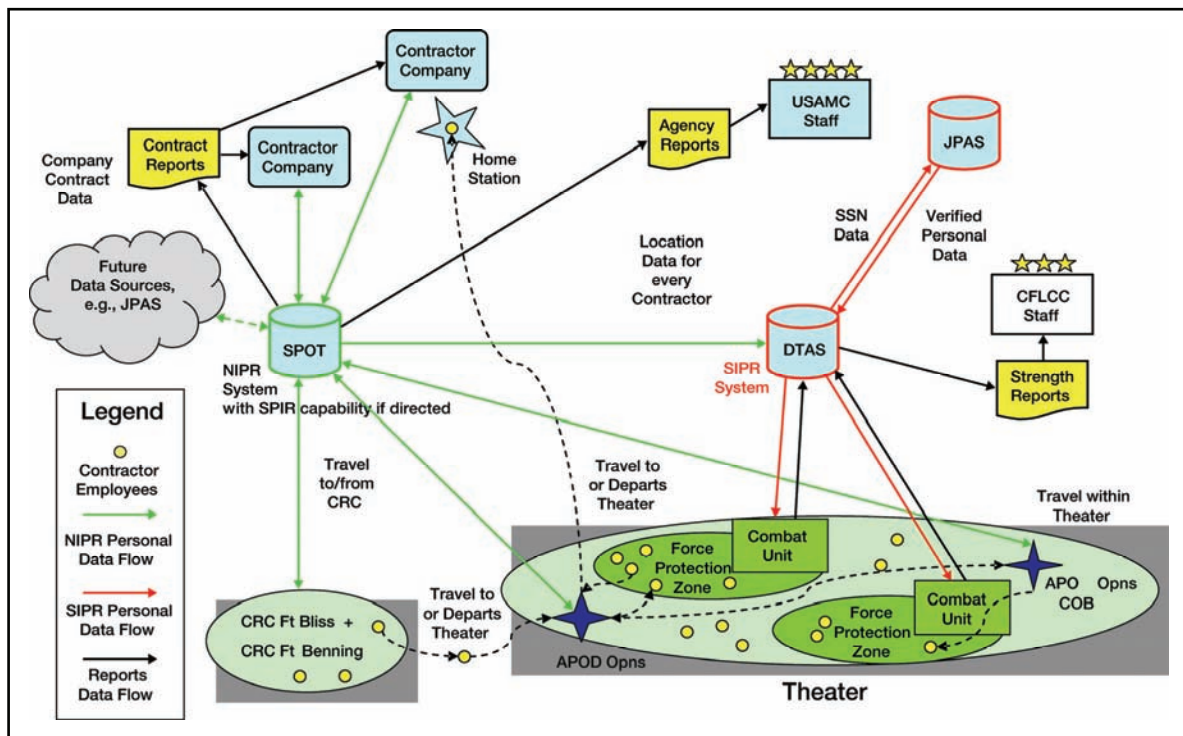


Figure D-2. The SPOT data flow process

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

3C	contractor coordination cell
A/SPOD	air and sea port of debarkation
A/SPOE	air and sea port of embarkation
ABCS	Army Battle Command System
ABL	authorized basic load
ACO	administrative contracting officer
ADCON	administrative control
ADMRU	aviation depot maintenance round-out unit
AFCAP	Air Force Contract Augmentation Program
ARFORGEN	Army Force Generation
AFSB	Army Field Support Brigade
AFSBn	Army Field Support Battalion
AFSC	Army Field Support Command
AKO	Army Knowledge Online
ALT	acquisition, life cycle logistics, and technology
AMCOM	U.S. Army Aviation and Missile Life Cycle Management Command
AMEDD	Army Medical Department
AMO	automation management office
AMSS	Army Materiel Status System
AO	area of operations
AOAP	Army Oil Analysis Program
AOR	area of responsibility
APS	Army prepositioned stocks
AR	Army Regulation
ARB	acquisition review board
ARCENT	U.S. Army Forces Central Command
ARFOR	Army Forces
ARNG	Army National Guard
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASC	Army Sustainment Command
ASCC	Army Service Component Command
ASL	authorized stockage list
ASP	ammunition supply point
ASRP	army stockpile reliability program
AST	Ammunition Support Team
ATEC	Army Test and Evaluation Command

ATST	Area TMDE Support Team
BCPB	base camp planning board
BSC3	Battle Command Sustainment Support System
BCT	Brigade Combat Team
BFT	blue force tracking
BLST	Brigade Logistics Support Team
Bn	battalion
C2	command and control
C4ISR	command, control, communications, computers, intelligence, surveillance and reconnaissance
CAC	common access card; Casualty Assistance Center
CAP	crisis action planning
CASCOM	Combined Arms Support Command
CBRN	chemical, biological, radiological and nuclear
CBS-X	Continuing Balance System-Expanded
CCBn	contingency contracting battalion
CCIR	commander's critical information requirements
CCDR	combatant commander
CCT	contingency contracting teams
CDF	contractors deployed with the Force
C-E LCMC	U. S. Army Communications-Electronics Life Cycle Management Command
CER	combat equipment representative
CMAOC	Casualty and Memorial Affairs Operations Center
CONCAP	Construction Capabilities Program (U.S. Navy)
CONPLAN	contingency plan
CONUS	continental United States
COP	common operating picture
COR	contracting officer's representative
COTS	commercial-off-the-shelf
CP	command post
CRC	CONUS replacement center
C&RS	calibration and repair support
CS	combat support
CSB	Contracting Support Brigade
CSP	contracting support plan
CSS	combat service support
CSSAMO	combat service support automation management office
CSSB	Combat Service Support Battalion
CTC	combat training center
CVET	combat vehicle evaluation teams
DA	Department of the Army

DAC	Department of the Army civilian
DART	documentation assistance review team
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DCPDS	Defense Civilian Personnel Data System
DEPORD	deployment orders
DII	Defense information infrastructure
DLA	Defense Logistics Agency
DMC	distribution management center
DOD	Department of Defense
DODI	Department of Defense Instruction
DOL	director of logistics
DRMO	Defense Reutilization and Marketing Office
DS	direct support
EE	emergency essential
EEM	early entry module
ESA	equipment support activities
ESC	Expeditionary Support Command
FAST	field assistance in science and technology
FBCB2	Force XXI Battle Command, Brigade-and-Below
FM	field manual
FMI	field manual interim
FOA	forward operational assessment
FOO	field ordering officer
FORSCOM	Forces Command
FRA	forward repair activity
FSE	field software engineering
FSR	field service representative
GFE	government furnished equipment
GSA	Government Support Agency
GCSS	Global Combat Support System
GPS	global positioning system
GS	general support
HCA	Head of Contracting Activity
HNS	host nation support
HQDA	Headquarters Department of the Army
HQ	Headquarters
ILAP	integrated logistics analysis program
IMA	Installation Management Agency
IMI	interactive multimedia instruction
JARB	joint acquisition review board

JPEO-CBD	Joint Program Executive Office for Chemical and Biological Defense
JFC	joint force commander
JM	joint munitions
JM&L LCMC	Joint Munitions and Lethality Life Cycle Management Command
JOA	Joint operational area
JRC	joint reception center
JTF	joint task force
JTRS	joint tactical radio system
KO	contracting officer
LAP	Logistics Assistance Program
LAR	Logistics Assistance Representatives
LCMC	Life Cycle Management Command
LIDB	logistics integrated data base
LN	local national
LNO	liaison officer
LOGCAP	Logistics Civil Augmentation Program
LOGMARS	logistics applications of automated marking and reading symbols
LOGSA	Logistics Support Activity
LOS	line of sight
LSE	logistics support element
LSU	LOGCAP support unit
MAIT	maintenance assistance and inspection team
MATDEV	materiel developer
METL	mission essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available and civil considerations
MFA	material fielding agreement
MFP	materiel fielding plan
MFT	materiel fielding team
MMCS	Multi-Media Communication System
MRE	mission rehearsal exercise
MSC	Major Subordinate Command
MTOE	Modified Table of Organization and Equipment
MWO	modification work order
NET	new equipment training
NGB	National Guard Bureau
NICP	national inventory control point
NIPRNET	Nonclassified Internet Protocol Router Network
NTP	notice to proceed
O&A	operational assessment
OCAR	Office of the Chief, Army Reserve

OCONUS	outside the continental United States
OEM	original equipment manufacturer
OIF	Operation Iraqi Freedom
OPCON	operational control
OPLAN	operational plan
OPORD	operational order
OPTRAKS	operational tracking system
OSA	Office of the Secretary of the Army
OSD	Office of the Secretary of Defense
Pam	pamphlet
PARC	Principal Assistant Responsible for Contracting
PBUSE	property book unit supply enhanced
PCO	procuring contracting officer
PEO	program executive office
PERSTAT	personnel status report
PGP	power generation platforms
PGSP	power generation support platforms
PLL	prescribed load list
PM	product/project manager
PMO	program management office
P/O	plans and operations
POC	point of contact
POD	port of debarkation
PWS	performance work statement
QASAS	quality assurance specialist, ammunition surveillance
RC	Reserve Component
RDECOM	Research, Development and Engineering Command
REF	rapid equipment fielding
RFI	rapid fielding initiative
RFF	request for forces
RGP	requirements generation process
RM	resource management
RMP	regional management plan
ROM	rough order of magnitude
RSO	reception, staging, and onward movement
RSOI	reception, staging, onward movement, and integration
R/T	receiver/transmitter
SAAS	Standard Ammunition Automation System
SB	sustainment brigade
SCCT	senior contingency contracting teams
SCR	senior command representative

SINGARS	single-channel ground and airborne radio system
SIPRNET	Secret Internet Protocol Router Network
SITREP	situation report
SJA	staff judge advocate
SOFA	Status of Forces Agreement
SPBS-R	standard property book system-redesign
SPO	support operations officer
SPOT	synchronized predeployment operational tracker
S&T	science and technology
STAMIS	standard army management information system
STAT	science and technology teams
T&E Team	test and evaluation team
TACOM	U.S. Army Tank-automotive and Armaments Life Cycle Management Command
TACSAT	tactical satellite
TASMG	theater aviation sustainment maintenance group
TAV	total asset visibility
TC-AIMS	Transportation Coordinator's Automated Information for Movement System
TCN	third country national
TDA	table of distribution and allowances
T&E	test and evaluation
TMDE	Test, Measurement, and Diagnostic Equipment
Tm	team
TO	theater opening
TOE	table of organization and equipment
TPFDD	time-phased force deployment data
TPFDDL	time-phased force deployment data list
TPFDL	time-phased force and deployment list
TRADOC	U.S. Army Training and Doctrine Command
TSC	Theater Sustainment Command
TTP	tactics, techniques, and procedures
UAS&E	uniformed Army scientists & engineers
UHF	ultra-high frequency
UIT	unique item tracking
UN	United Nations
USACE	U.S. Army Corps of Engineers
USAMC	U.S. Army Materiel Command
USAMEDCOM	U.S. Army Medical Command
USASOC	U.S. Army Special Operations Command
USATEC	U.S. Army Test and Evaluation Command
VHF	very high frequency

VSAT	very small aperture terminals
VTC	video teleconference
WMSP	worldwide management and staffing plan

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*HQDA G-4 is currently revising and consolidating these policy documents into one Army regulation.

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