

## CHAPTER 5

## LOGISTICS PREPARATION OF THE THEATER (LPT)



### INTRODUCTION

The term LPT is a relatively new term. It entered into Army doctrine in CY 93 through FM 100-5. This chapter expands on the information contained in FM 100-5. LPT can be compared to intelligence preparation of the battlefield (IPB). Some products generated under IPB should become a part of the data file of logistics essential elements of information (LOGEEI) used to develop the plan for LPT.

#### Logistics Intelligence Analysis

FM 7-98 defines logistics intelligence as the operational and tactical information required by the logistician. It is used to develop and execute the logistic support plan. Logistics intelligence is critical to the low-intensity planning effort. It is helped by long-range preliminary planning, including area studies and target information folders. Some of the areas that should be included in any logistics intelligence analysis are listed below:

- Intent to engage in combined operations and the extent of logistics support to be provided to non-DOD agencies and allies.
- Available resources in the area of operations.
- Conditions that alter consumption factors, such as severe climate changes or a requirement to provide support to allies.
- Capabilities of local facilities to support reception and sustainment operations.
- Foreign military logistics structure, national infrastructure capabilities, and political inclination to facilitate US forces support.
- Environmental, geographical, climatological, and topographical factors that may affect logistics operations.

- Analysis of the capabilities of the host nation's and region's lines of communication and capabilities to support the operation.

- Analysis of theater requirements to support and operate enemy prisoner of war and civilian internee detention facilities.

Logistics intelligence is equally critical for war and OOTW. Logisticians must have a complete logistics data base or file to develop a solid plan for the LPT.

#### Definition of LPT

LPT is those actions (force structure, resources, and strategic lift) taken to reduce the cost of logistically supporting an operations plan or a contingency plan. LPT minimizes or eliminates potential problems during deployment, at the outbreak of hostilities, and throughout the campaign. It is a systematic tool used by logisticians and commanders to complete their mission. It becomes the basis for deciding where, when, and how to deploy limited resources--supplies, equipment, and people.

### RESPONSIBILITIES

Planning for operations requiring Army forces is the responsibility of the unified commands, such as USPACOM, USEUCOM, or USSOUTHCOM. See Figure 5-1 (page 5-2).

### THE LPT CONCEPT

The Army component commander of a unified command will prepare supporting Army plans with logistics planners concentrating on the logistics plans. Once logistics planners know the contingency country or geographic region,

they can begin to build a LOGEEI data base. This applies even if the command has a small chance of being deployed to a particular area. Once completed, the information in the database file can be used to develop a comprehensive plan for LPT. The relative priority given to this effort will depend on the concept of operations and other command priorities. The key point is that the logisticians cannot afford to wait until maneuver units deploy to begin the LPT. It is a complex and time-consuming function. If planners anticipate correctly at the national and unified command levels, we should never have to insert troops into a completely "cold" base.

Any actions that can reduce the cost of moving supplies, equipment, and people into an objective or contingency area are candidates for inclusion in the LPT plan. Planning must provide for the timely arrival of CSS assets that are balanced according to the mission. Strategic lift assets are extremely limited. Commanders cannot afford to squander even one sortie on movement of unnecessary supplies, equipment, or personnel. A well-thought-out LPT plan, and the time required for proper execution, will allow better use of our scarce strategic lift capability.

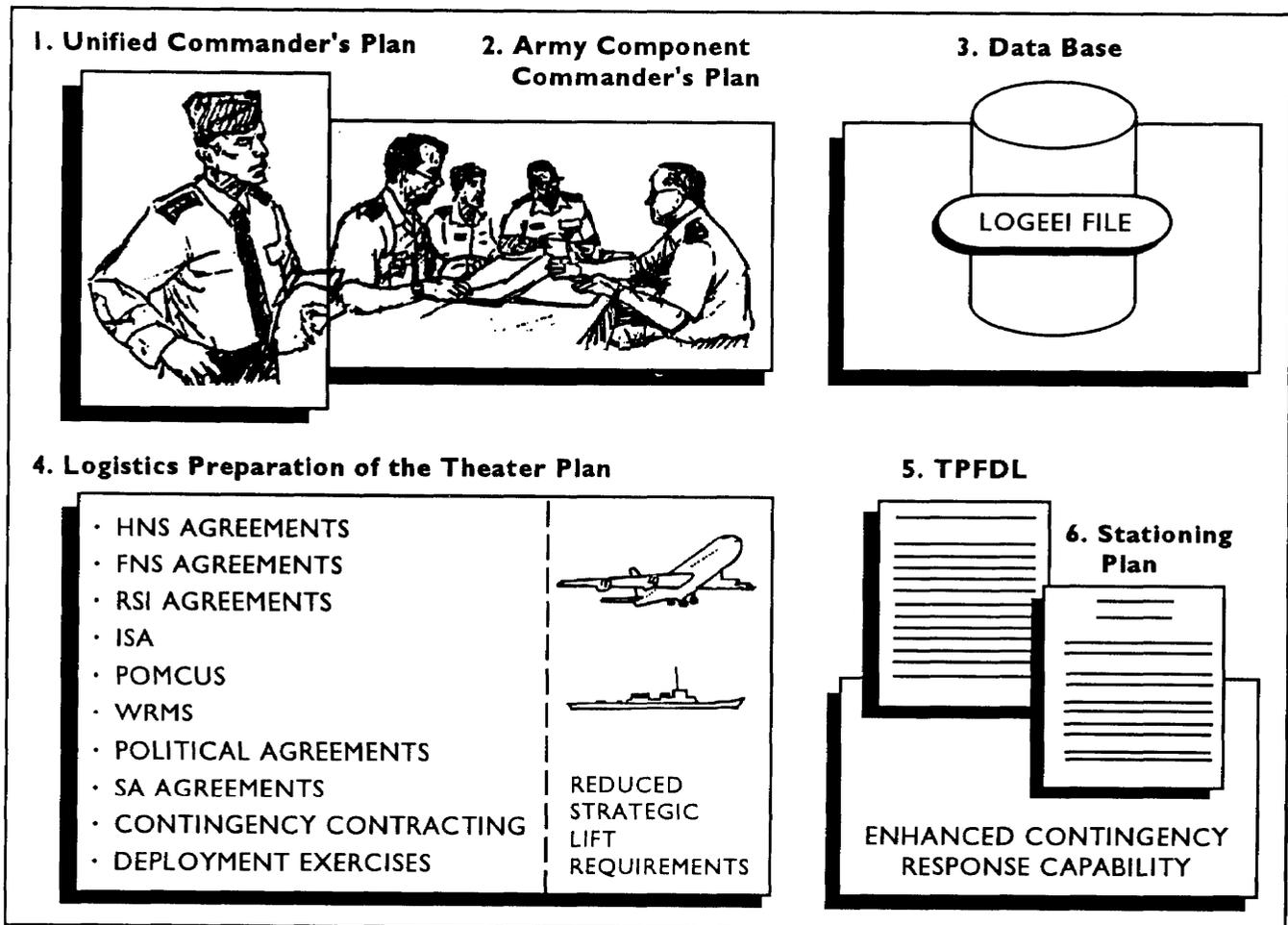


Figure 5-1. Logistics preparation of the theater planning cycle

## Logistics Essential Elements of Information

Since LPT is an evolving concept, an explanation of the LOGEEI development process is provided. Figure 5-2 shows a type of LOGEEI file with some suggested major categories of information. These categories will be discussed briefly. Focus will be on supply and field services aspects and applications. Keep in mind, however, that a detailed LPT plan will cover all logistical areas.

**Geography.** Collect information on climate and terrain in the area of operation. Determine if current maps are available. Use this information to determine when various types of supplies, equipment, and field services will be needed. For example, use water information to determine the need for early deployment of well-digging assets and water production and distribution units.

**Supply.** Collect information on supply items that are readily available in the area of operation. Determine which of these can be used in support of US forces. Subsistence items, bulk petroleum, and barrier materials are the most common. Collect information on the supply system of the armed forces of the supported country. Is it compatible with ours? Are major equipment items compatible? Has the host nation bought, through foreign military sales, repair parts supporting current US systems? Answers to these types of questions will help you decide if host-nation support negotiations are possible?

**Facilities.** Collect information on warehousing and cold storage facilities, production and manufacturing plants, reservoirs, administrative facilities, sanitation capabilities, and hotels. Their availability could reduce the requirement for deployment of similar capacity. For instance, the Force Provider will house about 3,300 personnel. If space is available in a complex of hotels in the required location with the requisite support available, deployment of the Force Provider with its significant strategic lift requirements could be deferred. Chapter 6 contains additional information on the Force Provider.

**Transportation.** Collect information on road nets, truck availability, rail nets, bridges, ports, cargo handlers (longshoremen), petroleum pipelines, and materials handling equipment. Also collect information on traffic flow, choke points, and control problems.

**Maintenance.** Collect information on maintenance facilities that could support US or coalition equipment. Examine the supported country's armed forces. Could they supplement our capability? Is there a commonality in equipment and repair parts? Does the country have adequate machine works for possible use in the fabrication of repair parts?

**General Skills.** Collect information on the general population of the supported country. Is English commonly spoken? Are personnel available for interpreter/translator duties? Will a general labor pool be available? What skills are available that can be translated to our use? For instance, will drivers, clerks, MHE operators, food service personnel, guards, mechanics, and longshoremen be available?

**Miscellaneous.** Include any other information that could prove useful. Set up other categories as needed.

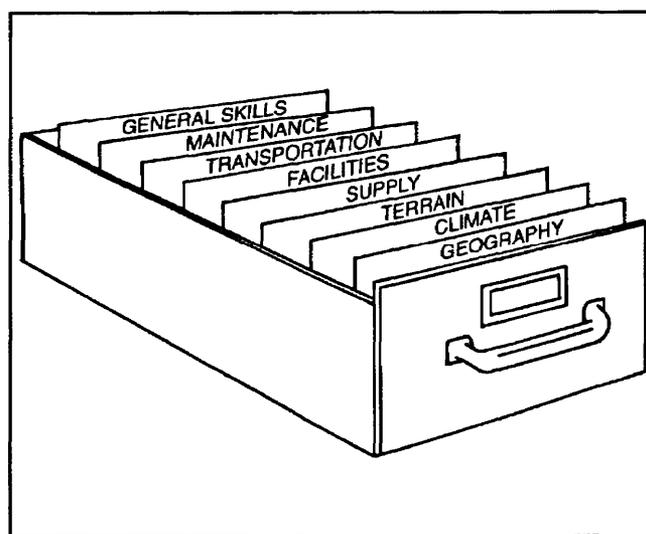


Figure 5-2. LOGEEI file

## Sources of Logistics Intelligence

Collecting logistics intelligence is not as difficult as it first may appear. A lot of information is routinely collected. There are several sources that can aid the logistician in building the LOGEEI file.

**Embassy staffs.** The State Department has a worldwide network of embassies. These embassies are excellent sources of detailed information on a particular country. Embassy staffs routinely do country studies that, when current, can provide the bulk of the information you may need. A good library is another excellent source of information.

**IPB-related data.** The weather and terrain data bases in the IPB, with its overlays, can provide excellent current information. This can be used in preselecting lines of communication and sites for logistics facilities. The event analysis matrix and template in the IPB (see FM 34-130) can also be used to assess the need for road improvements and bridge reinforcements.

**Civil affairs data.** If US Army civil affairs or civil-military operations units are either in-country or targeted on a specific country, a wealth of logistics intelligence information will be available. These units have functional specialists who focus on particular areas. These include civilian supply, public health, public safety, and transportation. These functional specialists can conduct specific country studies. They can also provide outstanding support when the logistician begins to develop the plan for LPT.

## Uses of Logistics Intelligence

As the logistician focuses on a specific country, a comprehensive LOGEEI data file should be developed. Logisticians can use it as the primary source for development of the LPT. The following examples show the usefulness of this file in three quartermaster areas.

**Petroleum support.** Logisticians concerned with petroleum support can review the supply portion of the LOGEEI data file to assess what is

available in the objective area. If large quantities of petroleum, oils, and lubricants (POL) are readily available, there will be no need to use scarce airlift resources to transport them. In Operation Urgent Fury, some early air frames were used to move bulk POL. Logistics planners later found that a US firm owned a large tank farm on Grenada which could have been exploited.

**Water support.** A review of the climate and terrain portions of the LOGEEI data file may show that potable water in the objective area is a problem. This type of information could show a need for early deployment of engineer well-drilling teams, water purification equipment, or water trucks. Or, conversely, the logistics planners may choose to negotiate host-nation support to provide supply and distribution of water (as in ODS/S). This would allow the early air frames to be used for other urgent requirements. HNS is an extremely important part of LPT. However, it takes time to develop good HNS agreements; and there is a strict regimen to follow to reach such agreements. Most unified commands have special offices dedicated to HNS--a sign of its value.

**LOC support.** Assume that the command targets an undeveloped country with an extremely poor road network. A review of the proposed concept of operation reveals the need for a lengthy north-south main supply route (MSR). Neither a road nor rail network is available. A dirt road, frequently impassable even to carts pulled by animals, is the only route available. This dirt road is crossed frequently by streams that are breached by primitive bridging. Using logistics team training, logistics planners may want to develop, using the LPT plan, a humanitarian or civic assistance program. This program would help the host nation in building a road with bridges that will handle heavy host-nation traffic. Operation Blazing Trails provides an excellent example of how this concept was used in South and Central America. US Army engineers, including several units from the RC, worked with host-nation engineers during

a training exercise. They were successful in constructing a road network that expanded the local economy, yet could be used as lines of communication (LOC) if military action developed. There are legal limitations and restrictions on these types of projects. The logistics planner must ensure such efforts are coordinated and approved in advance. *(NOTE: Use of US forces to support other country projects is a sensitive issue. Such projects must directly support a US forces training need that cannot be achieved elsewhere at less cost.)*

### Considerations in LPT

A number of other assets or tools are available to logistics planners developing the LPT. These include--

- the use of pre-positioned materiel configured to unit sets (POMCUS).
- war reserve materiel stocks (WRMS).
- use of containerization to limit handling.
- HNS agreements. *(NOTE: If a command plans to use HNS or foreign nation support (FNS), a primary objective must be to ensure that it does not disrupt the internal support of the nation providing the support.)*
- interservice support agreements.

### Support to Major Planning Functions

The LPT plan is a living document that will be in a continual state of review, refinement, and use. It will be routinely used in two major planning functions carried out by the ASCC--the time phased force deployment list (TPFDL) and total Army analysis (TAA) process. It is synchronized on a regular basis with the TPFDL to ensure that only the logistics capabilities that cannot be met, with assurance, from another source are phased into the operational area. This synchronization

should take place each time the LPT plan is updated. This will assure that only the minimum amount of strategic lift is committed to support of logistics.

The ASCC under each CINC participates in the TAA process which identifies the number of combat support and combat service support organizations required to support the national strategy. This becomes the basis for decisions concerning resourcing of the various force compositions (for example, active Army, US Army Reserve, and Army National Guard) as well as stationing plans. The TAA process is run on a two-year cycle with decisions being announced for implementation within six years. A current, well-developed LPT plan will enable the ASCC to make sound resourcing decisions for his area of responsibility as well as for the total Army.

In addition to the above, the LPT plan should be the basis for negotiating host-nation support agreements; pre-positioning of supplies and equipment; civilian support contracts, both US and other country; OCONUS training programs; and humanitarian and civil assistance programs designed to enhance both the development/co-operative solidarity of the host country and to provide infrastructure compensation should deployment of forces to the target country be required. The logistics planner must ensure such efforts are appropriately coordinated and approved in advance. Senior Army commanders must be careful not to commit the US government to providing any assistance that could be construed as security assistance without following the statutory requirements.

LPT is a tool that will prove useful in logistics planning. However, the logistics planner must not underestimate the time and resources required to accomplish many of these actions.

