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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.

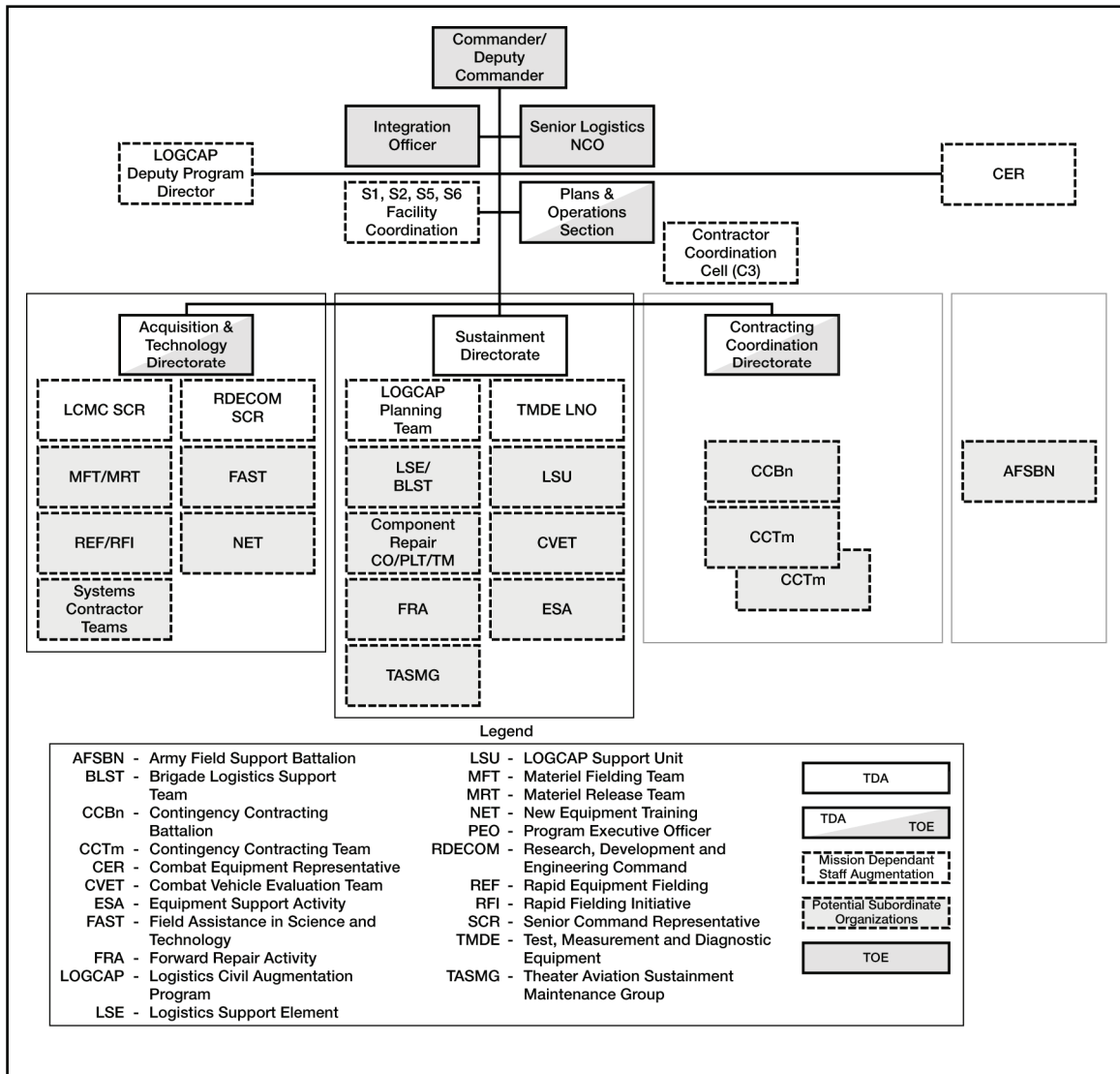


Figure 1-1. AFSB organization chart

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 SC (T) 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 is such that a general officer from ASC is deployed, the CSB Commander/PARC will also deploy to the operational area and 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.

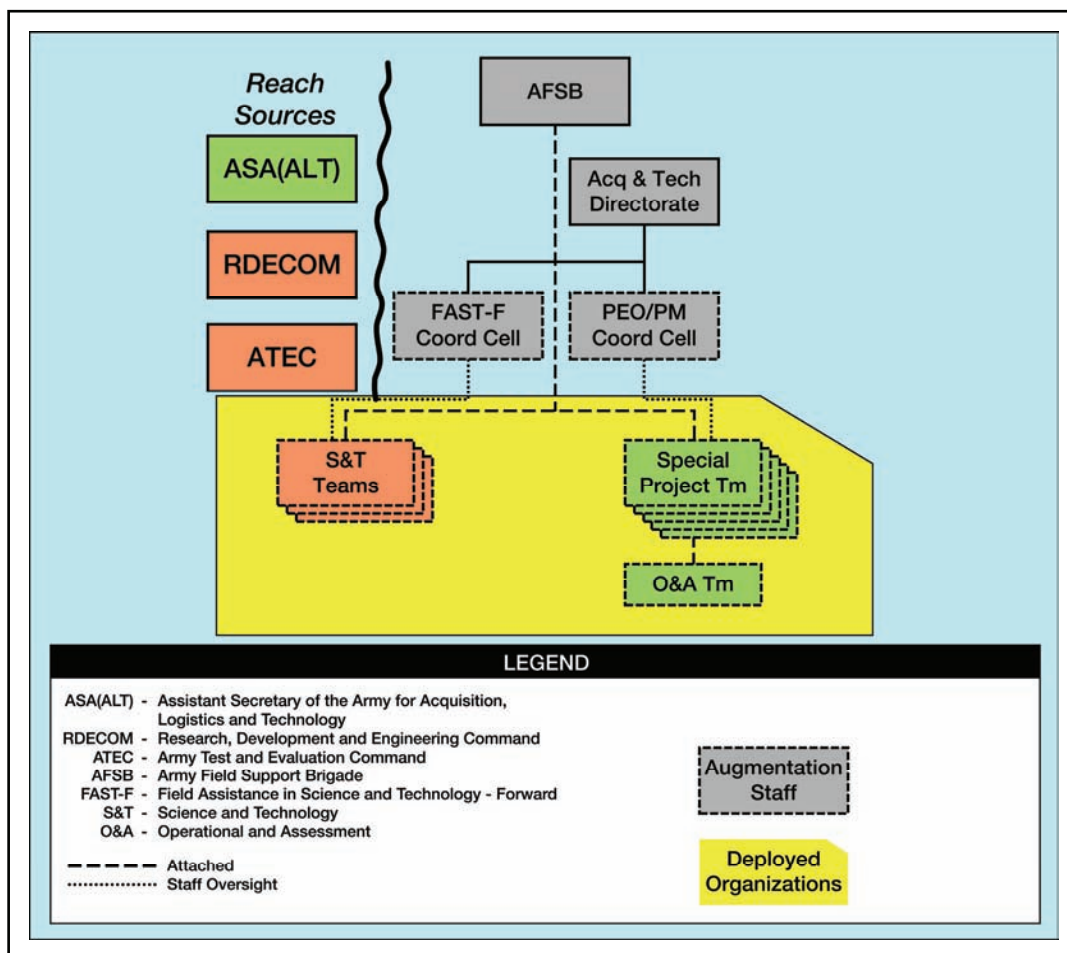


Figure 3-1. Acquisition and technology support command and coordination

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.

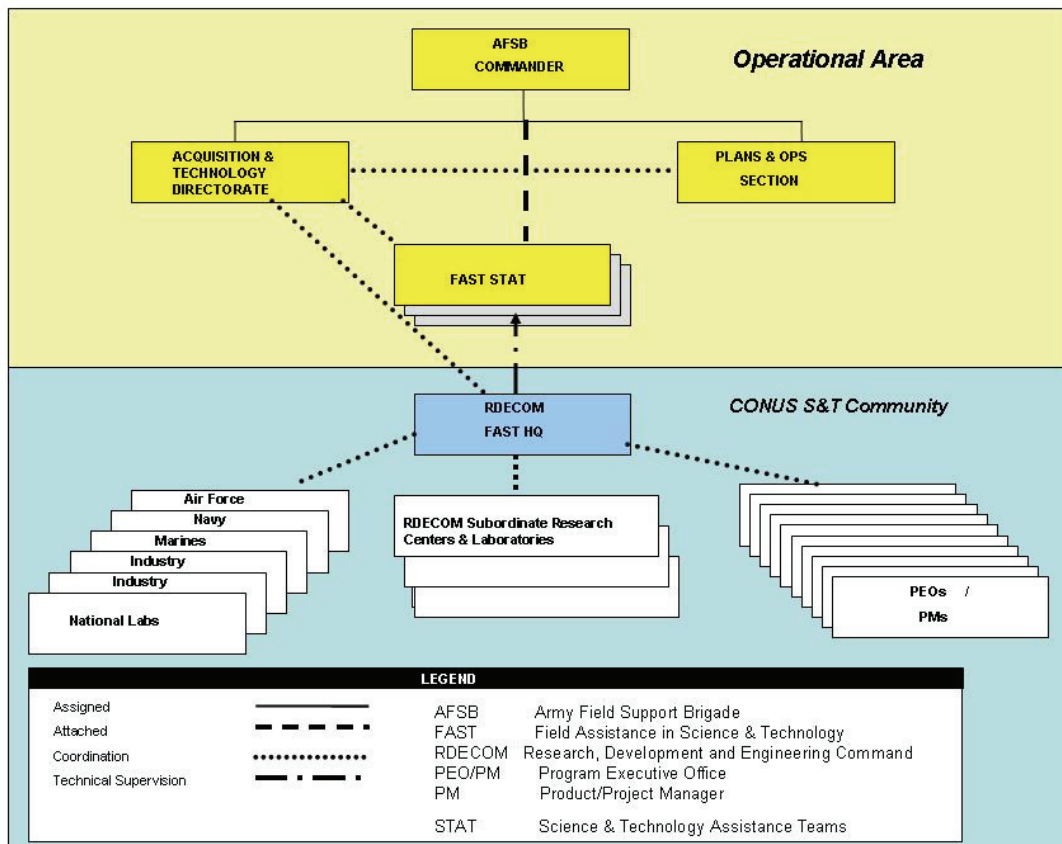


Figure 3-2. AFSB technology officer coordination network

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.

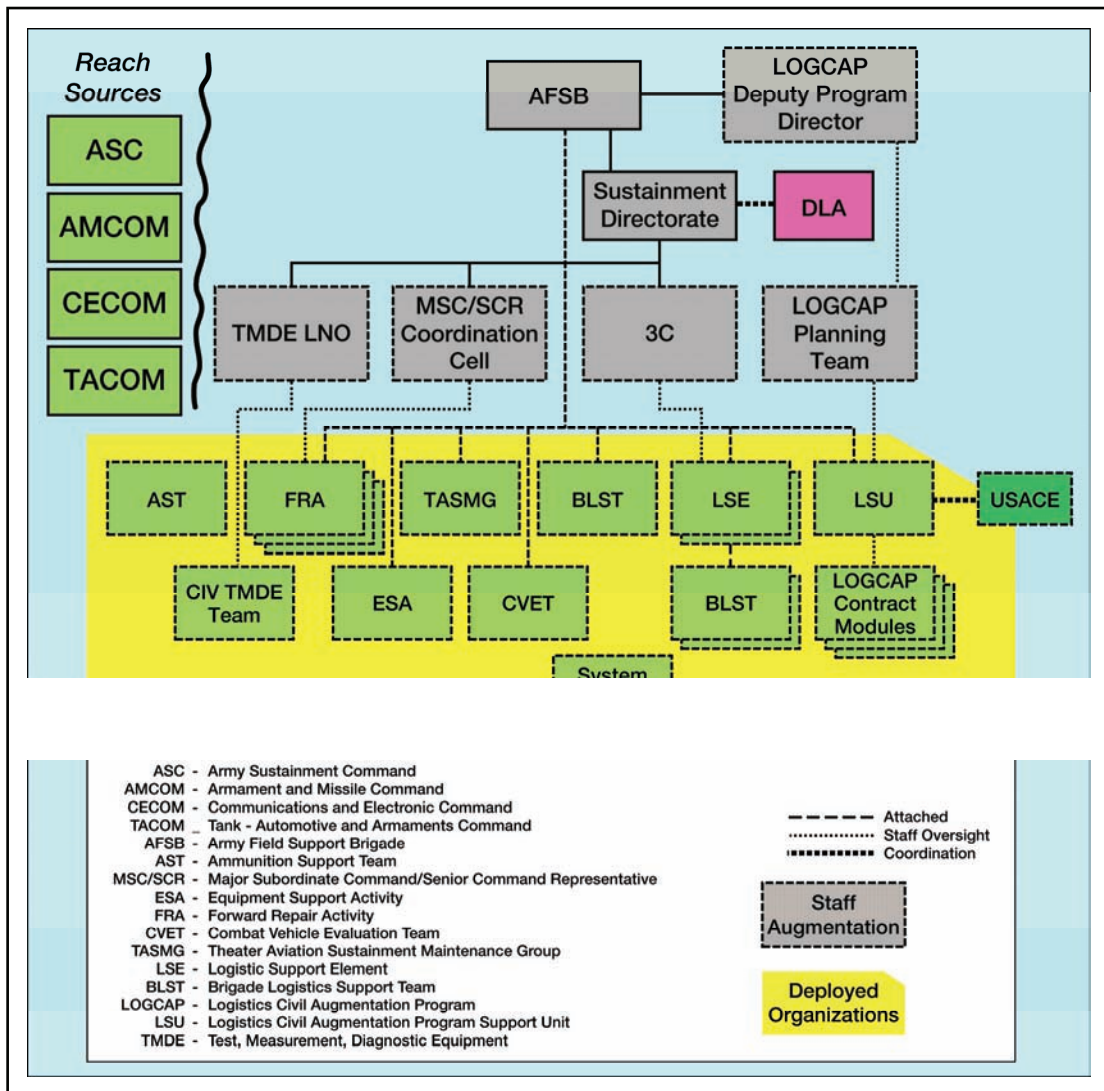


Figure 4-1. Generic AFSB Sustainment Directorate staff and related subordinate organizations

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 CCDR'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 CCDR 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 TASMG 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 TASMG 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 TASMG. 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 TASMG. The TASMG is a modular organization that is capable of forming and tailoring a deployable package based on METT-TC factors. This deployable TASMG package is often referred to as a theater aviation maintenance program (TAMP) site. A TASMG, 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 TASMG, but are deployable TDAs vice RC TOE. These TASM activities deploy and provide support in the operational area in the same manner that a TASMG 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.

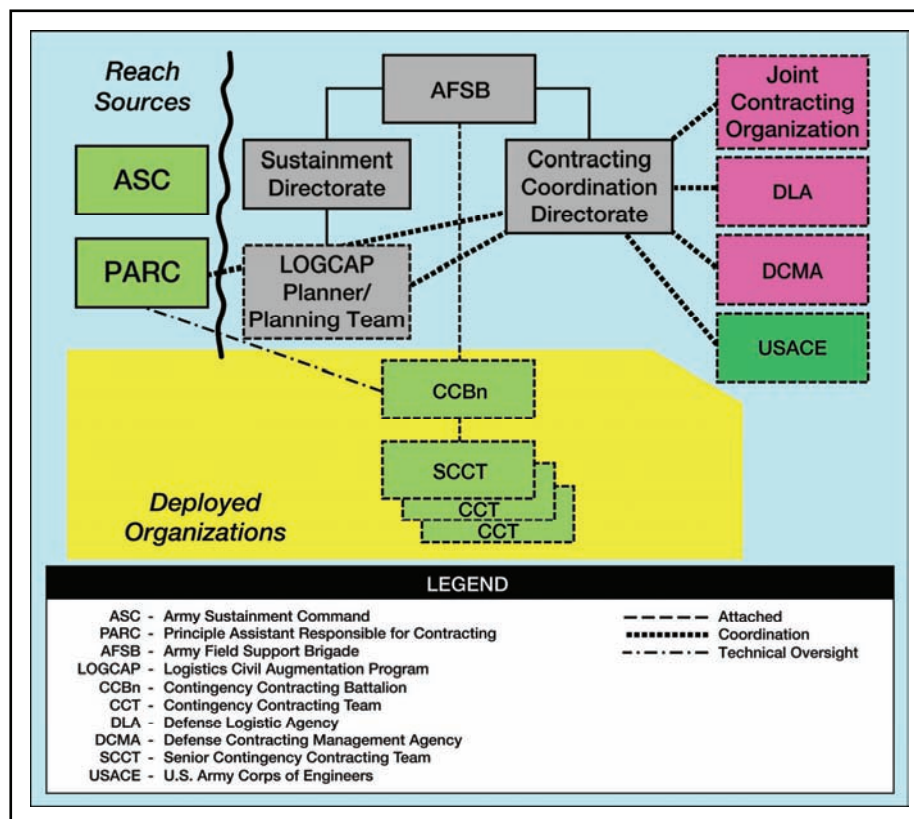


Figure 5-1. AFSB contracting coordination and management (CSB Commander/PARC not deployed)

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.

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

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22 February 2007
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By order of the Secretary of the Army:

PETER SCHOOMAKER
General, United States Army
Chief of Staff

Official:



JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
0703201

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