

## Appendix D

### Logistics Support Element

Effective force projection logistics require a seamless logistics system operating across the strategic, operational, and tactical levels. Elements from CONUS and the theater of operations must work with tactical organizations to form this seamless system. The concept for the LSE evolved out of Desert Shield/Desert Storm, where it became apparent we needed a single C<sup>2</sup> element to centralize control personnel, call forward elements as required, and integrate these elements into the theater. The LSE spans the bridge between the strategic and tactical levels, linking the industrial bases with the operational logistics units and through the Logistics Assistance Program into tactical logistics.

#### MISSION

The LSE is a flexible, deployable, multifunctional organization. Largely civilian, it deploys at the request of the supported operational commander to perform traditional USAMC missions forward on the battlefield or area of operations. Its primary mission is to enhance readiness through unified and integrated application of USAMC's logistics power projection of CONUS-based technical capabilities to deployed units within any theater of operation. Primary capabilities are technical assistance, supply, and maintenance. The footprint that the LSE places in a theater is

based on METT-T and the desires of the CINC. With required augmentation and resources, the LSE can perform any logistical support mission assigned. Unique skills include depot maintenance, oil analysis, calibration of test equipment, ammunition surveillance, release of pre-positioned strategic stocks, materiel fielding, technology insertion, and battle damage assessment. It operates as far forward as feasible, minimizing the evacuation of critical repairable from the theater of operations and reducing the flow of replacement materiel.

#### ORGANIZATION

The LSE supports the ASCC's needs, using a flexible combination of military, DOD civilian, and contractor personnel that allows it to alter its mission and size based on METT-T. Organized on a TDA, the LSE is a contingency organization with personnel battle-rostered against its requirements. The battle-rostered personnel are, for the most part, from organizations within USAMC. The logistics assistance representatives and a core of early deployers designated as *emergency-essential* will augment the LSE as the need arises. In addition, Armywide volunteers, contractors, attached units, and HNS may augment the LSE.

Existing USAMC activities in Europe and the Far East are the foundation TDAs on which the strategic LSE will deploy. Similarly, USAMC CONUS, with Logistics Assistance Office (LAO) CONUS, provides the foundation for all assigned deployments. LAOS control the logistics assistance representatives and provide technical assistance in peacetime. The foundation LSEs ensure a smooth transition from peacetime to an operational mode with no abrupt change in command relationships or mission.

USAMC's logistics support activity manages the LSE Deployment Program in peacetime and provides backup support to the

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LSE during operations. It maintains the strategic TDA and coordinates deployment processing and the call forward of personnel

between the deployed element and the losing unit.

### COMMAND AND CONTROL

The LSE within the theater is OPCON to the ASCC. It has technical links to the senior logistics headquarters and back to USAMC, the US Army Combined Arms Support Command, the Soldier Support Center, the DLA, and the Health Care System Support Agency. OPCON allows the ASCC to identify force requirements

by assigning missions and setting priorities. It allows the theater full use of the organization without imposing the burden of managing civilians. The ASCC requires a tailorable logistics C<sup>2</sup> element for forward elements of the national base.

### PLANNING

Effective logistics support requires that strategic, operational, and tactical logistical systems merge into one seamless system. Current logistics organizations provide the management, C<sup>2</sup>, skills, and expertise to forecast, requisition, receive, store, issue, move, distribute, maintain, evacuate, and dispose of materiel and equipment. Army planners must tailor forces to optimize deployment and employment, considering the following when deciding the proper mix of logistics support:

- Availability of active component units.

- Mobilization of *reserve* component forces.
- Funding for temporary tours of active duty for reserve component volunteers.
- Funding for contractor support.
- Capability to provide housing, messing, and logistics support.
- The threat level.
- Comparison of TOE military, DOD civilian, and contractor skills.
- Special or unique requirements.

### FUNCTIONS AND RESPONSIBILITIES

LSE functions stem from the Army's logistics task to conduct prompt and sustained combat operations. When deployed into a theater of operations, the LSE provides limited depot-level-type logistics support, primarily from the COMMZ portion of the theater of operations. The LSE is the forward element of the national logistics base whose early deployment will ensure a positive link from the deploying units to the wholesale system. The LSE can fill gaps in the logistics force infrastructure or projected selected elements of the wholesale/industrial base into the theater. It can provide a C<sup>2</sup> structure for not only USAMC functions but also contractor, reserve component, and HNS logistics efforts. The LSE does not replace capabilities provided by other TOE organizations in the force structure.

### MAINTENANCE

The LSE maintenance division performs limited depot-level and overflow maintenance. It is responsible for the repair, modification, alteration, modernization, overhaul, reclamation, or subassembly of end item components; depot-level reparable; and technical assistance to using activities. Capabilities include flexible, modular commodity- or weapon-system-oriented teams such as, but not limited to-

- Tracked, wheeled construction vehicles and equipment.
- Armaments and small arms.
- Chemical equipment.
- Quartermaster equipment.
- Communications-electronics equipment.

- Radar and digital equipment.
- Missile equipment.

The maintenance division performs the required production, planning, and control procedures to support the integrated theater maintenance program. The primary focus is on the needed repair functions to return items to the supply system or to support the reparable exchange program. Much of the required repair is at the depot level, which requires skills that are not available in TOE units. The establishment of such a repair capability could include teams that operate in one location, teams dispatched to the unit activity, or a combination.

### **Missiles**

The in-theater missile repair activity will establish and operate forward repair activities capable of performing limited depot-level component repair and limited supply support of missile intensive management items. The activity will also provide technical assistance and support retrograde.

### **Army Oil Analysis Program (AOAP)**

The senior AOAP member in the theater will serve as the chief of the oil analysis division. Designated laboratories test oil and grease samples and provide the results to the supported units. The chief will coordinate all AOAP requirements in theater. Equipment to be sampled will be coordinated between the LSE commander and the theater/supported commanders.

### **Test, Measurement, and Diagnostic Equipment**

The theater coordinating office for TMDE is assigned to the LSE. The program is conducted in accordance with AR 750-25. In general, area TMDE support teams provide TMDE support for all general-purpose and selected special-purpose equipment on a divisional or geographic area support basis.

### **Field Assistance in Science and Technology (FAST)**

LSE provides direct in-theater advice on equipment operating in theater based on environment and hostile enemy actions. The

FAST office coordinates delivery of urgently needed equipment and identifies new requirements to USAMC laboratories and centers for solution. Battle damage assessment teams provide on-site support and collection of information, for example, munitions ballistic effects on armored vehicles, for use in the improvement and design of US weapon systems.

### **Munitions**

Technical, logistical, and training emphasis includes the safety, movement, storage, maintenance, recovery and supply, and serviceability determination of ammunition. Quality assurance specialist, ammunition surveillance (QASAS) personnel provide technical assistance to ammunition units in theater in managing quality assurance and quality control operations. QASAS teams also provide technical inspection and assistance at air and sea ports when receiving or shipping ammunition. As required, the munitions division will deploy ammunition specialists and managers to coordinate accountability, perform limited renovation, assist with retrograde, and provide technical advice for demilitarization and disposal.

### **READINESS**

The LSE readiness division manages theater aviation, missile, and other commodity programs, to include fielding, maintenance, parts provisioning, and technical assistance.

### **AVIATION LOGISTICS**

A theater aviation maintenance program (TAMP) will be established to perform maintenance support above AVIM. The LSE aviation logistics assistance team is the depot-level activity responsible for performing maintenance in support of the TAMP. Maintenance operations may be configured into base and forward elements with the base element providing the bulk of special, high-technology repair and aviation-intensive management items support.

Depot maintenance consists of limited assembly lines to overhaul and perform major battle damage repair that requires contractor support. Special repair activities to support target acquisition and designation sight and

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pilot night vision sensors will also be located at the maintenance base.

An AVCRAD may be attached to the LSE to provide maintenance support above AVIM in theater. The AVCRAD is capable of deploying to the theater and supporting the TAMP. It provides selected depot-level support, to include providing backup AVIM maintenance support; classifying and repairing components, engines, and similar items for return to the theater supply pipeline; and serving as the terminal point for shipment of aircraft in and out of the theater.

### CONTRACTING

The contracting division provides contracting support needed for repair, local purchase, and leasing. Using a weapon system approach, the division manages civilian industry contractor support. This management requires a unique C<sup>2</sup> line, as the contracting officer, in all likelihood, will be at a CONUS-based commodity command. Each contracting officer, however, will have an individual in the theater to oversee his contractor operations. The division's role is to effect C<sup>2</sup>, through the COR, over the various contractor-operated activities in the theater. The division provides administrative services to the CORs and coordinates the work load based on theater priorities. Theater contractor support includes—

- Forward repair activity—a weapon system or commodity-oriented specialized repair or maintenance activity.
- Contractor field service representatives assigned to specific operational units.
- Operations and maintenance personnel for new equipment field of prototype systems.

### LOGISTICS ASSISTANCE PROGRAM

The LAP's goal is to improve materiel readiness. Through a worldwide network of USAMC LAOS, LAP personnel provide the LSE with the capability for on-site technical assistance to users of US AM C-fielded equipment in theater. Emphasis is on solving day-to-day problems in supply and maintenance.

LAP personnel deploy and remain with assisted forces and can operate as far forward

as mission, enemy terrain, and troops dictate. LAP support consists of an LAO chief and logistics assistance representative and is tailored based on equipment types, densities, and requirements of the supported force. USAMC, DLA, or TRADOC can provide logistics assistance representatives.

### FORCE RECONSTITUTION

Reconstitution of the force requires an extensive reallocation of resources and skills with the LSE. The LSE must be able to receive, identify, and determine disposition of, maintain accountability for, store, prepare for shipment, and arrange for movement to the port or a theater storage location Class I, II, III (package), IV, V, VI, and IX items.

Some of these functions can be performed by augmenting LSE personnel with contractor personnel. These personnel will be attached to the LSE, and the units will be under the OPCON of the LSE. The LSE or a contractor within the theater may repair items, or they may be sent out of the theater to a repair facility. These decisions are METT-T driven.

The theater identifies the items requiring redistribution instructions. The owning unit is responsible for arranging transportation of these items to a site identified by the LSE. These units, if directed, may also perform any other function in support of the reconstitution mission.

### ARMY WAR RESERVE STOCK

The LSE is responsible for the hand-off of AWR-3 APA. This mission includes the staging and transfer of accountability of selected assets to the gaining unit. Necessary organizational and DS maintenance is the responsibility of the gaining organization. The LSE hand-off team provides additional maintenance support on AWR-3 equipment as required. This includes GS and any DS overflow to insure that hand-off and subsequent unit preparation are completed within the strategic timeframe established in the appropriate OPLANS and FM 100-17-1.

## RETROGRADE/REDEPLOYMENT

The role of the LSE in retrograde/redeployment is primarily that of assistance to the redeploying units. The LSE will, upon request by the CINC, assist in the retrograde of AWRPS stocks to the designed DS/GS maintenance facilities. This assistance may include battle damage assessment, item classification, document verification, preservation/packing/packaging, containerization, and unit or destination staging. The same type support may be provided for the redeploying units to their home stations. The LSE retrograde mission also includes responsibility for retrograding AWR-3 APA war reserve stocks handed off early in the contingency. The LSE mission also includes transferring accountability of the stocks from the using units back to USAMC accountable records.

## LIFE SUPPORT

The LSE is capable of providing a variety of life support and base operations for itself and attached units. The support includes, but is not limited to, personnel and administrative services, support operations, communications, and training.

## COMMUNICATIONS

Communications capability within the LSE includes directing and controlling the

installation, operation, and maintenance of C-E equipment for all means of fixed and mobile communications and automated data processing systems. LSE communications capabilities must be integrated into the theater communications architecture and tied to the theater communications net. Communications and ADP systems include:

- Dedicated satellite communications links.
- PC-based software and communications packages with STU III digital-link interface.
- ADP interface with CONUS wholesale system.
- Internal and external C-E operations with a combination of technical radios and cellular/mobile telephones.

The LSE discussed herein provides the theater with a tailorable logistics and control headquarters. It will manage forward-deployed theater-sustaining assets. The LSE consists of modular, easily deployed organizations having multifunctional capabilities to meet force requirements until sufficient active or mobilized TOE forces are deployed to the theater.