

## **Executive Summary**

### **Introduction**

The Equatorial Africa Regional Management Plan details the methods and procedures which will be used and followed to provide services under the Logistical Civil Augmentation Program (LOGCAP) in support of Humanitarian Relief Operations within the region. LOGCAP is a Department of the Army (DA) capstone program which includes all pre-planned, pre-awarded logistics and engineering/construction contingency contracts, and peacetime contracts with contingency clauses. Pre-planned weapon system sustainment contracts, Army Service Component Command (ASCC) contingency contracts, and the U.S. Army Materiel Command (USAMC) Support Contract are prime examples of augmentation contracts which fall under the auspices of the LOGCAP capstone program. All LOGCAP contracts are for support of Army missions; however, they are flexible enough to provide support to other services, coalition forces such as NATO, and United Nations forces.

The USAMC Support Contract is an umbrella contract under LOGCAP Planning, which is centrally funded by DA for planning only. It focuses on prioritized peacetime contingency planning for augmentation logistics and engineering/construction services as determined by the Commanders in Chief (CINC) and ASCC Commanders. Now in its second generation, the LOGCAP Program is the most widely recognized contingency support contract.

The intent of the LOGCAP Program in its current scope is to provide an umbrella contract for advanced acquisition planning process accomplished in conjunction with Army MACOM operational planning for use during wartime or unforeseen military emergencies. The contract calls for DynCorp to prepare regional management plans to provide expeditious logistics services and engineering augmentation support with reasonable assurance of success and within reasonable cost. The Equatorial Africa Regional Management Plan is one of these regional plans and fulfills the requirements contained in the related Statement of Work (SOW) and is based on USAREUR provided criteria.

### **Responsibilities**

LOGCAP is promulgated by Army Regulation (AR) 700-137. The DA, Deputy Chief of Staff for Logistics (DA DCSLOG) is the proponent for both the regulation and LOGCAP.

USAMC Deputy Chief of Staff for Logistics and Operations (DCS, LOG/OPS) is the Program Manager (PM) for both planning and executing the USAMC Support Contract and for managing the LOGCAP Program.

The USAMC Communications and Electronics Command (CECOM) is the contracting agency for the USAMC Support Contract.

The USAMC Support Contract was awarded to the DynCorp Team in January 1997. The DynCorp Team consists of DynCorp, Fluor Daniel Engineering Corporation, Military Professional Resources Incorporated, and Day and Zimmerman.

### **Concept**

The LOGCAP concept is perfectly suitable to support U.S. Forces, and others, which are involved in Humanitarian Relief Operations anywhere within Equatorial Africa. The LOGCAP program is designed to be an overall force multiplier by augmenting existing logistics forces and/or capabilities while taking advantage of the expertise and capabilities of civilian corporations. The concept is to pre-plan, during peacetime, for the use of global corporate resources to support contingency EVENTS by augmenting the Army's CS/CSS force structure. The objectives are derived from identified and/or anticipated CINC/ASCC requirements and from lessons learned during previous and current EVENTS.

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## **Deployment and Execution**

Within 24 hours of Notice to Proceed (NTP), DynCorp will develop a ROM briefing for USAREUR and/or USAMC. The LOGCAP Equatorial Africa Advance Team, tailored to meet the mission requirements in the delivery order, will deploy within 72 hours to the EVENT area to:

*Establish contact with AMC and the supported customer*

*Establish communications with the DynCorp EVENT Operations Center (EOC) in Fort Worth, Texas*

*Evaluate local conditions and identify resources, facilities, and services which can be acquired locally*

*Make contact with local officials, vendors, and labor sources*

*Build the in-country LOGCAP infrastructure*

*Begin hiring laborers and acquiring facilities, supplies, and equipment*

The Advance Team will call forward a Corporate Phase-In Team (CPIT) to assist in the installation of personnel, accounting, and administrative systems; set up communications networks; execute leases; and hire Local National workers. The “Call Forward” will be executed at the discretion of the Advance Team Leader. As soon as CPIT members complete their specific task, they will transition the functions to the permanent LOGCAP team and depart the EVENT area.

Upon arrival in the EVENT area, LOGCAP-Equatorial Africa will begin building the infrastructure necessary to receive, move to final in-country destinations, and support arriving U.S. military personnel. Initial priority will be to provide billeting and latrine facilities through the erection of tents.

LOGCAP-Equatorial Africa will self-perform most tasks, but will subcontract when it is more efficient and cost-effective. An organizational structure is included to permit early identification of personnel and expertise needed to fill requirements. A determination to draw equipment from CONOPs, purchase, or lease equipment will be made in coordination with USAMC upon Notice to Proceed.

DynCorp has developed typical camp designs based on the Army Facilities Component System. Each camp layout is designed to sustain the number of persons specified in the Statement of Work (SOW). Base camp drawings consist of a combination of basic components, such as latrines and showers, motor pools, dining facilities, water points, etc. This design allows LOGCAP-Equatorial Africa to rapidly adapt the master plan to accommodate changes in troop strength or differing site conditions. The final layout will depend on guidance from the military commander, terrain, soil conditions, and vegetation. Whenever possible, LOGCAP-Equatorial Africa will use existing buildings and rehabilitate or enhance them as necessary; however, it is anticipated that the majority of facilities will consist of tents. After facilities are acquired or constructed, LOGCAP-Equatorial Africa will perform those services and maintenance tasks normally associated with operating a camp.

LOGCAP-Equatorial Africa will provide power generation and distribution using generators when existing power grids are not available. LOGCAP will deploy and operate a water purification system consisting of a source purification capability, storage, and distribution. Water production and purification will be provided by water purification equipment procured by DynCorp. When necessary, bottled water will be provided for personal consumption.

Baseline support, “getting the troops out of the mud” will be provided during the Initial Phase (NTP+15-60 days) and improved services will be provided during the Sustainment Phase (NTP+61-180).

During redeployment, LOGCAP-Equatorial Africa will continue to provide support and services, gradually phasing out operations as U.S. military personnel depart. Equipment under the control of

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LOGCAP-Equatorial Africa will be properly accounted for, cleaned, and loaded aboard departing ships or aircraft, as appropriate.

### **Intent of the Equatorial Africa Regional Management Plan**

It is the intent of the Equatorial Africa Regional Management Plan to describe how, under LOGCAP, DynCorp will support a force of up to 8,000 soldiers operating in Equatorial Africa. The specific type of operation to be supported is a Humanitarian Relief Operation. This plan details how DynCorp will begin providing services within 15 days of Notification to Proceed (NTP) and how services will be continued for a planned duration of 180 days. Support beyond 180 days will be provided when directed. The plan describes how support will be provided to one Rear Support Area and Four Forward Support Areas during three operational phases. These phases are:

- *Initial Phase. Basic quality of life services will be provided*
- *Sustainment Phase. Improved quality of life services will be provided*
- *Redeployment Phase. Force redeployment will be supported while Sustainment Phase level of service is maintained*

Another purpose of the plan is to present a support approach that accounts for the geographic, environmental, political, and cultural features of the region. These regional features are considered in the context of requirements inherent in supporting Humanitarian Relief Operations. The plan presents a support concept that is applicable to operations in any country within the region, to include future emerging nations. While the intent of the plan includes region-wide applicability, it concentrates on the countries of Gabon, Republic of Congo, Democratic Republic of Congo, Uganda, Rwanda, and Burundi with Kenya being available as an operations base. Because the countries within the region are generally considered to be less than fully developed, this plan is intended to tailor the provisions of the LOGCAP Generic Undeveloped Country Management Plan to the specific requirements of operating within the region, in accordance with USAREUR guidance and AMC direction. This plan addresses DynCorp's strategy for overcoming the unique obstacles presented by operations in Equatorial Africa when mobilizing, deploying, and supporting a Humanitarian Relief Operation. Factors and considerations that will affect LOGCAP support within the region are presented for two representative countries, Gabon and Uganda.

The plan presents an approach for providing comprehensive CS/CSS augmentation capability for use as an alternative means for fulfilling the sustainment requirements for U.S. military forces, and other organizations as directed, during Humanitarian Relief Operations within the region. Support for the force, from reception at points of debarkation through final redeployment, is covered. This plan addresses the procedures, organizational structures, cost estimates, facilities layouts, staffing, supplies, equipment, transportation, schedules, sources of materials, subcontractor lists, delivery routes, fuel sources, consumables, storage sites, material handling, and all other engineering and logistics requirements, in accordance with the direction, guidance, and information provided by AMC and USAREUR. Annex S contains a listing of vendors that are capable of providing goods and services within the region. The plan also details all potential capabilities and augmentation support that could be required. This support may include, but is not limited to:

- *Supply Operations—All classes of supply, I-IX, to include requisition, storage, issue, accountability, and materiel management*
- *Field Services—Clothing exchange and bath; laundry; clothing repair; food service; mortuary affairs; sanitation, to include hazardous waste; billeting; facilities management; vector control,*

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*morale, welfare, and recreation; information management; postal operations, and administration, such as personnel and financial support*

- *Other Operations/Services—*
  - *Maintenance—TDA equipment, to include ADPE and tactical equipment or components thereof, unit through general support level*
  - *Transportation—Movement control, cargo transfer, motor pool, port/ocean terminal operations, line haul, local haul, and arrival/departure airfield control group*
  - *Engineering/Construction—Bed-down and facilities construction/renovation: site preparation; facilities engineering; construction and/or repair of camps, roads, bridges, and walkways; temporary real property leasing (internal only); and utilities maintenance, repair, and upgrade of fixed facilities*
  - *Medical Services-Supply, maintenance, transportation, and administration*
  - *Signal—Telephone cable repair; cable, wire, and antenna installation; and access to communications networks*
  - *Retrograde—Equipment and material*

This plan depicts the organizational structure, equipment, and personnel required for implementation.

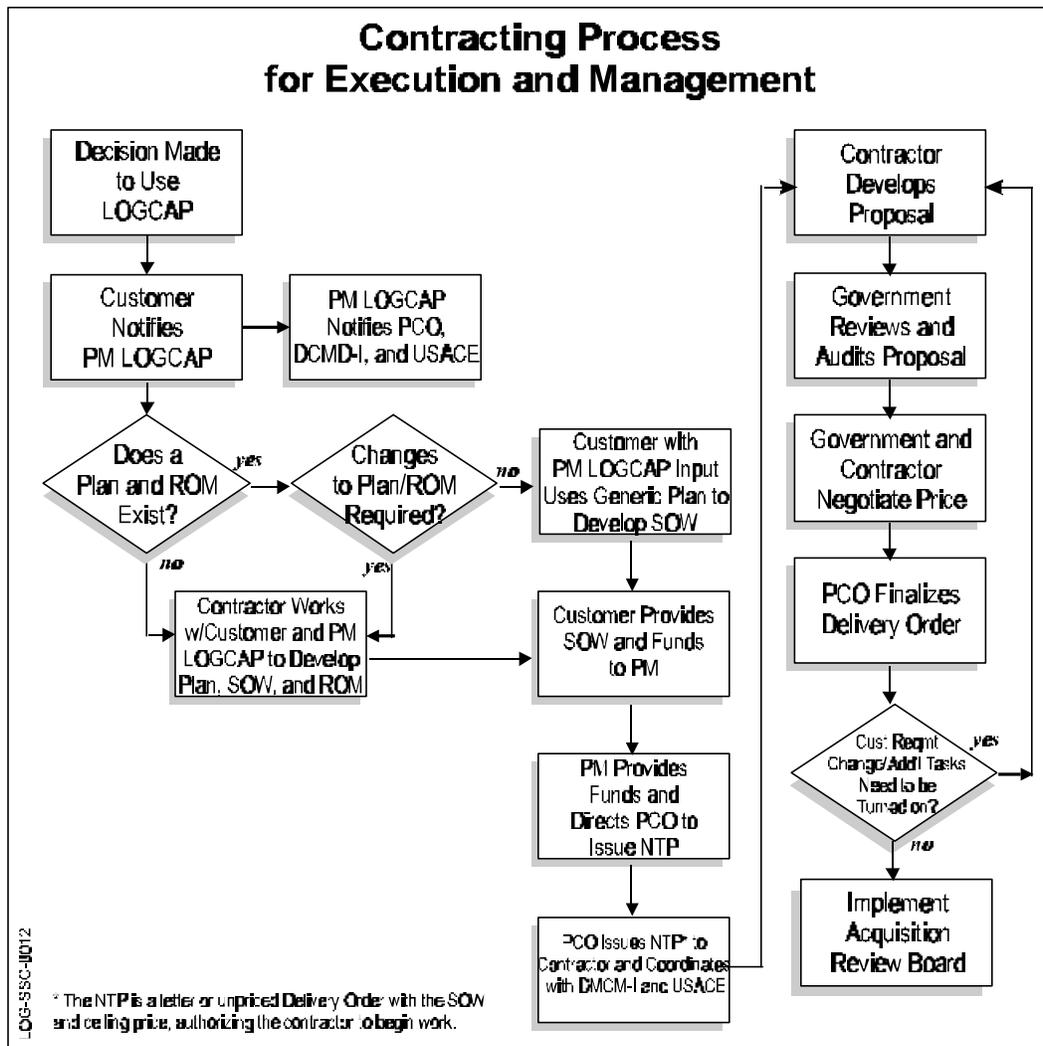
### **Command and Control Structure for Deploying DynCorp**

Upon notification by the CINC/ASCC that DynCorp's services are required, and when directed by the Procurement Contracting Officer via a Notice to Proceed (NTP), DynCorp will deploy to specified locations within Equatorial Africa and implement this plan. In-theater, AMC will provide a centralized management structure for execution of the LOGCAP AMC Support Contract. AMC is the coordinating authority over the contractor, working through the PCO or ACO.

### **How to Use This Plan and Request Support**

The Equatorial Africa Regional Management Plan should be used as a LOGCAP source document when developing more detailed country specific or operation specific plans. When a Humanitarian Relief Operation is undertaken within the region, and no more detailed plan exists; this plan will be the basis for the provision of LOGCAP services. As specific details relative to a particular operation, planned or unplanned, become available, the concept, approach, procedures, and required actions contained in this plan will be appropriately modified to fit the developing situation. To implement the provision of LOGCAP services in accordance with this plan, USAREUR will identify the specific support requirements desired, develop a Statement of Work (in coordination with AMC), and provide it to DynCorp. DynCorp will, in turn, develop a Rough Order of Magnitude (ROM) cost proposal within 24 hours. After negotiations, the SOW will be finalized and a Delivery Order will be issued to DynCorp for execution. LOGCAP support will then commence. **Figure 1** shows the contracting process for execution and management of LOGCAP support.

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**Figure 1** Flow Diagram of the Contracting Process for Execution and Management of LOGCAP Support.

### Summary

This plan has region-wide applicability. The details contained in the plan can be expanded or modified, as needed, in response to more specific requirements that detail the scope of LOGCAP support planning for specific operations. While this plan provides a menu of services available within Equatorial Africa, they are not all inclusive and an absence of a service does not preclude it being provided upon request.



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