

EXECUTIVE SUMMARY TO THE WORLDWIDE MANAGEMENT AND STAFFING PLAN (WMSP) UPDATE

1. Introduction

- a. The WMSP is a baseline planning document specifically designed to provide comprehensive and flexible logistics support options to the Customer. The Customer may choose those desired support services that can be funded from the capabilities DynCorp can provide. While this Plan provides a menu of pre-planned logistics and engineering/construction services, they are not all-inclusive; other services may be made available to the Customer upon request by Army Materiel Command (AMC) to the DynCorp Team.
- b. 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 which provide for contingency support clauses.
- c. Pre-planned weapon system sustainment contracts such as Major Army Command (MACOM) contracts, Army Service Component Command (ASCC) contingency contracts, and the U.S. Army Materiel Command (USAMC) Support Contract are prime examples of civilian 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 and Coalition Forces such as NATO and United Nations Forces.
- d. The USAMC Support Contract is an umbrella contract under LOGCAP that is centrally funded by DA for planning and is intended to be user (Customer)-funded during execution. It focuses on prioritized peacetime contingency planning for civilian (U.S. Nationals, Third Country Nationals, and Local Nationals) augmentation logistics and engineering/construction services support as determined by the CINCs, MACOMs, and ASCC Commanders. Since DA centrally funds LOGCAP, the program is the most widely known Army contingency support contract.
- e. The LOGCAP program is intended to provide an umbrella contract supporting the advanced acquisition planning processes accomplished in conjunction with Army Major Command (MACOM) operational planning for use during wartime or military emergencies. The contract requires a commercial vendor to prepare civilian augmentation contingency support plans to provide expeditious logistics services and engineering/construction augmentation support with reasonable assurance of success and within reasonable cost. The Contractor is also required to prepare formal Internal Operating Procedures (IOP) to support the implementation of a contingency plan anywhere in the world.
- f. The planning guidance provides a baseline approach and some directed planning factors to support a military Force of 25,000 personnel, plus Contractor personnel, for up to 180 days and a “be prepared” mission to support up to 50,000 military personnel for more than 180 days. The military force is “worst-cased” by being represented as a mechanized division and a mechanized heavy brigade. The planning guidance also requires a flexible approach to be able to tailor civil augmentation

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support for smaller forces not requiring the full range of logistics and engineering/construction services.

2. Responsibilities

- a. LOGCAP is promulgated by Army Regulation (AR) 700-137. The HQ, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Logistics (DA ODCSLOG) is the DA Proponent for LOGCAP.
- b. 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 managing the LOGCAP program.
- c. The USAMC Communications and Electronics Command (CECOM) is the USAMC contracting agency for the USAMC Support Contract which is the most widely known contract under LOGCAP.
- d. The USAMC Support Contract was awarded to the DynCorp Team in January 1997. The DynCorp Team consists of DynCorp (prime contractor) and three subcontractor team members: Fluor Daniel Engineering Corporation, MPRI, and Day and Zimmerman.

3. Concept

- a. 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 generic planning template includes planning for operating a seaport of debarkation (SPOD), primary and secondary aerial ports of debarkation (APOD), a Rear Support Area (RSA) and Rear Support Base (RSB) camp for 4,000 military personnel and seven Forward Support Areas (FSA) with a Forward Support Base (FSB) camp, each supporting 3,000 military personnel. Each FSB will be within 100 kilometers (60 miles) of the primary APOD. The planning template is depicted in **Figure 1**.

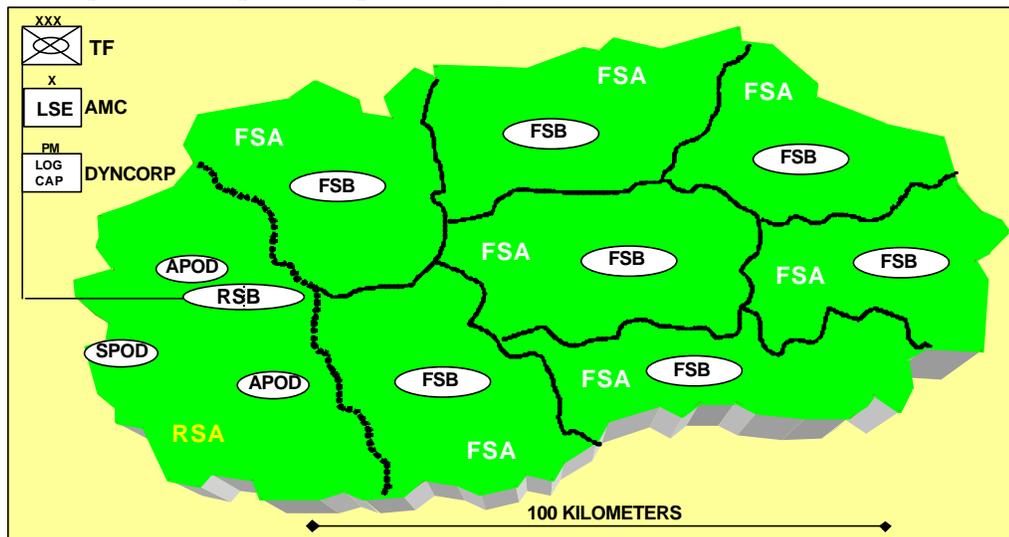


Figure 1. Generic Event Planning Template

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- b. The concept is to pre-plan during peacetime for use of the contractor’s global commercial vendor resources to provide or perform selected services in wartime and other contingencies to augment U.S. Forces and in support of DoD missions. The LOGCAP contractor has fully planned and determined staffing, equipment, and consumable costs for the service support missions shown in **Figure 2**. LOGCAP provides an augmentation capability to support Combat Support/Combat Service Support (CS/CSS) requirements not covered by other means. The plan’s Statement of Work (SOW) objectives are derived from identified and/or anticipated Customer requirements and from lessons learned during previous LOGCAP EVENTS.



Figure 2. LOGCAP Technical Areas

- c. The LOGCAP planning concept identifies and establishes joint planning cells with USAMC, CINC/MACOM/ASCC, and DynCorp Planners, U.S. Army Corps of Engineers (USACE) and Defense Contract Management District-International (DCMD-I) Planners. **Figure 3** identifies responsibilities of the primary players in the LOGCAP planning process and their interactions. Key process functions include:

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Figure 3. Planning Concept: Responsibilities

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- (1) Identifying potential LOGCAP augmentation requirements,
- (2) Improving DynCorp Team integration into support plans for operations,
- (3) Formalizing and exercising procedures during Field Training and Command Post Exercises (FTXs/CPXs) and other operational planning events. Continuous and well directed planning actions will build and improve teamwork between the Customer and DynCorp. These actions will provide the Customer a supplemental capability to Active/Reserve units, Host Nation Support (HNS), or Department of Defense (DOD) Civilians, based on the situation, availability, and cost. This planning effort will enhance the responsiveness to the customer's requirements and improve the ability to deploy rapidly.
- (4) LOGCAP support requirements will be determined by the nature, scope, and magnitude of three overarching, variable, and interrelated factors – mission, supported force and location. Contractor support must be integrated within a specific timeline as determined by the supported CINC/MACOM/ASCC. The wide range of possible scenarios, shown in **Figure 4**, requires a set of assumptions upon which the contractor can determine staffing size and mix.

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Figure 4. Potential LOGCAP Scenarios

- d. Assumptions at the strategic (WMSP) level must be broad and flexible while remaining consistent with Statement of Work (SOW) requirements as shown in **Figure 4.1**.

FIGURE 4.1 HAS BEEN DELETED
Figure 4.1 - Assumptions

4. Intent of the Worldwide Management and Staffing Plan (WMSP)

- a. The WMSP is a baseline Plan that delineates DynCorp’s intent on how, within 15 days of NTP, it will be ready to receive and sustain up to 1,500 personnel/day through the LOGCAP EVENT site’s APOD(s) and SPOD system until the buildup to a 25,000 person Force, plus Contractor workforce, is achieved and maintained for up to 180 days anywhere in the world; and a “be-prepared” mission to increase the level of support up to 50,000 personnel beyond 180 days. The WMSP is premised on a “worst case” planning scenario that presumes a LOGCAP EVENT country may have limited infrastructure and may be experiencing political instability.
- b. Our worst case planning considers the possibility that the U.S. Country Team or other authorities may direct that the Force not acquire all essential resources to build, operate, and sustain operations from the local economy. The WMSP addresses DynCorp’s strategy for overcoming unique obstacles the Team may face in mobilizing, deploying, and providing required civilian augmentation support.
- c. The WMSP Plan is structured so that it has the capability to provide military commanders with a comprehensive CS/CSS augmentation capability to source sustainment requirements for military contingency operations not immediately available by other means. This Plan lists all preplanned potential capabilities and augmentation support that could be required. It may include, but is not limited to:
 - (1) Supply Operations: All Classes of military supply (Classes I-IX) to include requisition, storage, issue, accountability, and materiel management,
 - (2) Field Services: Clothing exchange and bath; laundry; clothing repair; food service; mortuary affairs; sanitation to include hazardous waste; billeting; facilities management; morale, welfare, and recreation; information management; postal operations; and administration such as personnel and financial support,
 - (3) Other Operations/Services: Installation Services, Guard Services, Information Management, and Civil Military Operations,
 - (4) Maintenance: Table of Distribution and Allowances (TDA) equipment to include Automated Data Processing Equipment (ADPE) and tactical equipment or components thereof, unit through general support level,
 - (5) Transportation: Movement control, cargo transfer, installation transportation operations, motor pool, port/ocean terminal operations, line haul, local haul, and arrival/departure airfield control group,
 - (6) Medical Services: Supply, maintenance, transportation, administration, and vector control services,
 - (7) Engineering & Construction: Beddown & facilities construction/renovation; facilities and utilities repair/upgrade; site preparation; facilities engineering;

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- construction and/or repair of roads, bridges, rails, runways, ports, pipelines, and/or walkways; and temporary Contractor-use real property leasing,
- (8) Signal: Telephone cable repair; cable, wire, and antenna installation; and access to communications networks,
 - (9) Retrograde: Equipment and materiel.
- d. Each SOW task/subtask area includes technical and management approaches for Contractor augmentation support. In addition, the Plan has a Rough Order of Magnitude (ROM), ANNEX T, depicting quantified resource requirements (personnel, equipment, and consumables) to build, operate, and sustain the baselined military Force to be supported for up to 180 days. **Figure 5** depicts the Contractor’s “TDA paragraph” to perform. The ROM is an initial resource-estimating tool to evaluate options available to the CINC/MACOM/ASCC commanders and staffs. The ROM is “worst case.” A mechanized force of 25,000 troops is the basis for calculating cost while providing **total** services identified in the LOGCAP SOW. Our objective is to provide the Customer an all-encompassing ROM – no surprises, no major cost growth deviations.

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Figure 5. ANNEX T - ROM Table of Contents

5. The LOGCAP Decision Process

- a. The formal decision process for using LOGCAP is illustrated in **Figure 6**. The highlights of this process are:
- Once a requirement has been identified, AMC LOGCAP PM and the Procuring Contracting Officer (PCO), in consultation with the Customer, determines if the requirement is within the scope of the LOGCAP Umbrella Support Contract.
 - During this process the supported Customer (CINC/MACOM/ASCC) may select one or more specific SOW technical areas for LOGCAP Contractor augmentation.

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Figure 6. Decision Process

- b. The decision process for approval and funding of identified requirements to be performed utilizing LOGCAP is illustrated in **Figure 7**. In this process the PM LOGCAP and the PCO, in consultation with the Customer, determine if the requirement falls within the scope of LOGCAP. The Customer, using the LOGCAP generic support SOWs for guidance, develops a detailed SOW.
- Typically, the Purchasing Contracting Officer would provide the Contractor with a SOW of tasks to be performed based on the planning SOW.

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- The Contractor would prepare a Rough Order of Magnitude (ROM) document within 24 hours and brief the Customer on the proposed organization, equipment, and supplies required to accomplish the tasks and meet the requirements specified in the LOGCAP EVENT SOW. The ROM confirms the SOW mission requirements and depicts people, mission equipment and systems, installation and administrative property, and consumables to accomplish the requested task(s) for a period of up to 180 days.
 - An approved ROM is the Contractor’s NTP authorization document to initiate personnel, acquisition, and deployment actions required to support Contractor full mobilization and deployment activities in support of the LOGCAP EVENT.
- c. The two principal sources of detailed information directly related to, and supportive of, the ROM are included in the WMSP: ANNEX L (Service Support), and ANNEX N (Internal Operating Procedures – IOP). ANNEX L is patterned on a military service support plan format hierarchy: WMSP Base Plan and supporting ANNEXES, APPENDICES, TABS, and ENCLOSURES. Each level of planning becomes more specific and tailored to meet the uniqueness of the planning scenario. Likewise, the level of detail in the planning documents becomes more specific as the reader descends from the ANNEX to the ENCLOSURE level of the Plan.

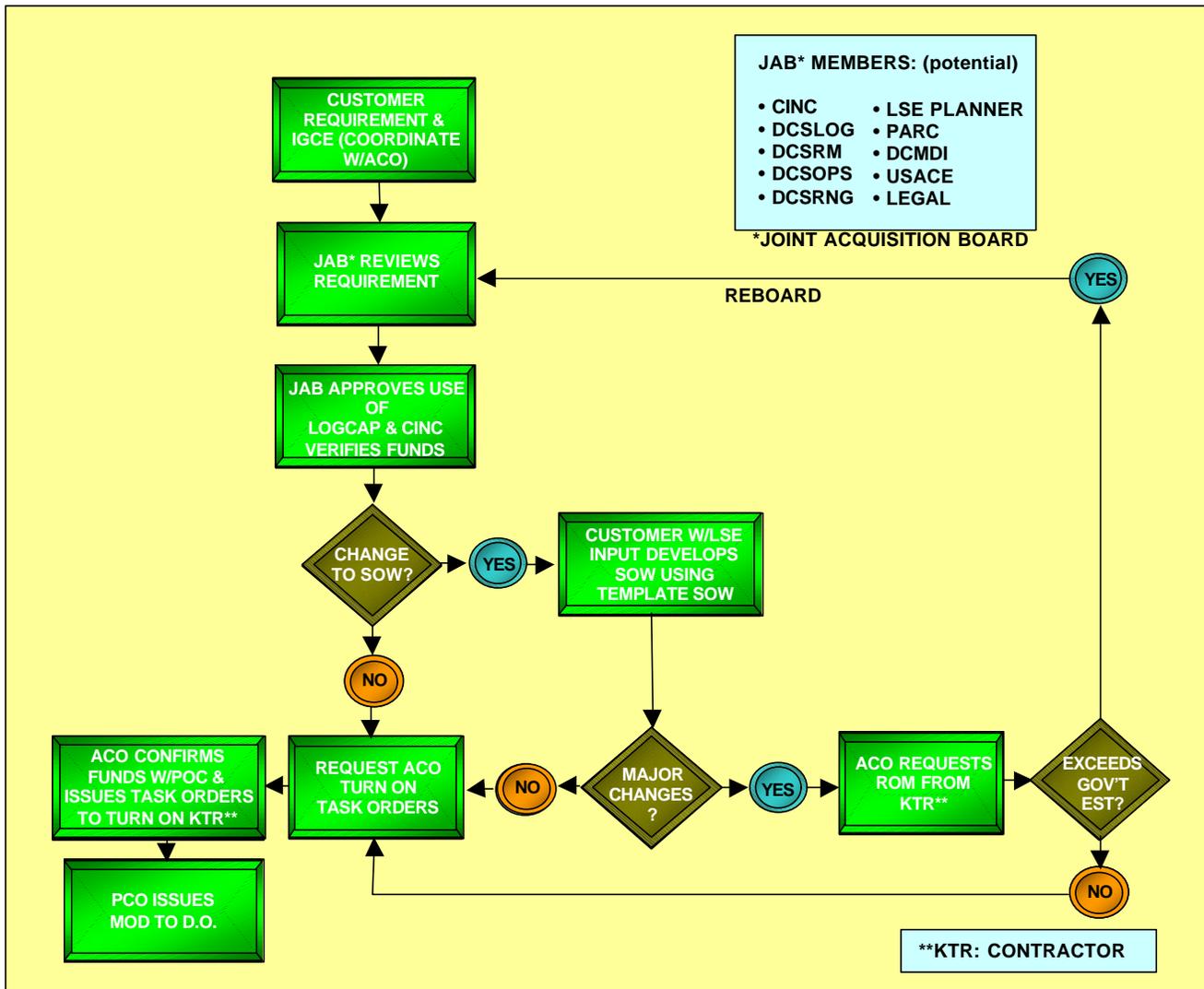


Figure 7. The LOGCAP Decision Process

6. Deploying DynCorp

- a. Once the decision to use LOGCAP is made, then a subsequent contracting process is utilized to execute and manage LOGCAP as illustrated in Figure 8. This process will result in the development of a specific SOW in support of an actual LOGCAP EVENT and in the funding for its implementation.
- b. Once a decision is made to approve use of LOGCAP, the contracting process coordinates the requirements and the Contractor notification to proceed, referred to as NTP, issued by the PCO. NTP begins the Contractor's schedule clock for the purpose of evaluating Contractor schedule performance and Award Fee determination. The Contractor does not have a base fee. All Contractor profit is represented in the Award Fee pool which is currently capped at five percent (5%). As the contracting process matures, the Delivery Order Package is forwarded to the PCO, who awards the Undefined Contract Action (UCA)/Delivery Order to the Contractor and delegates contract administration to DCMD-I
- c. and USACE, as appropriate.

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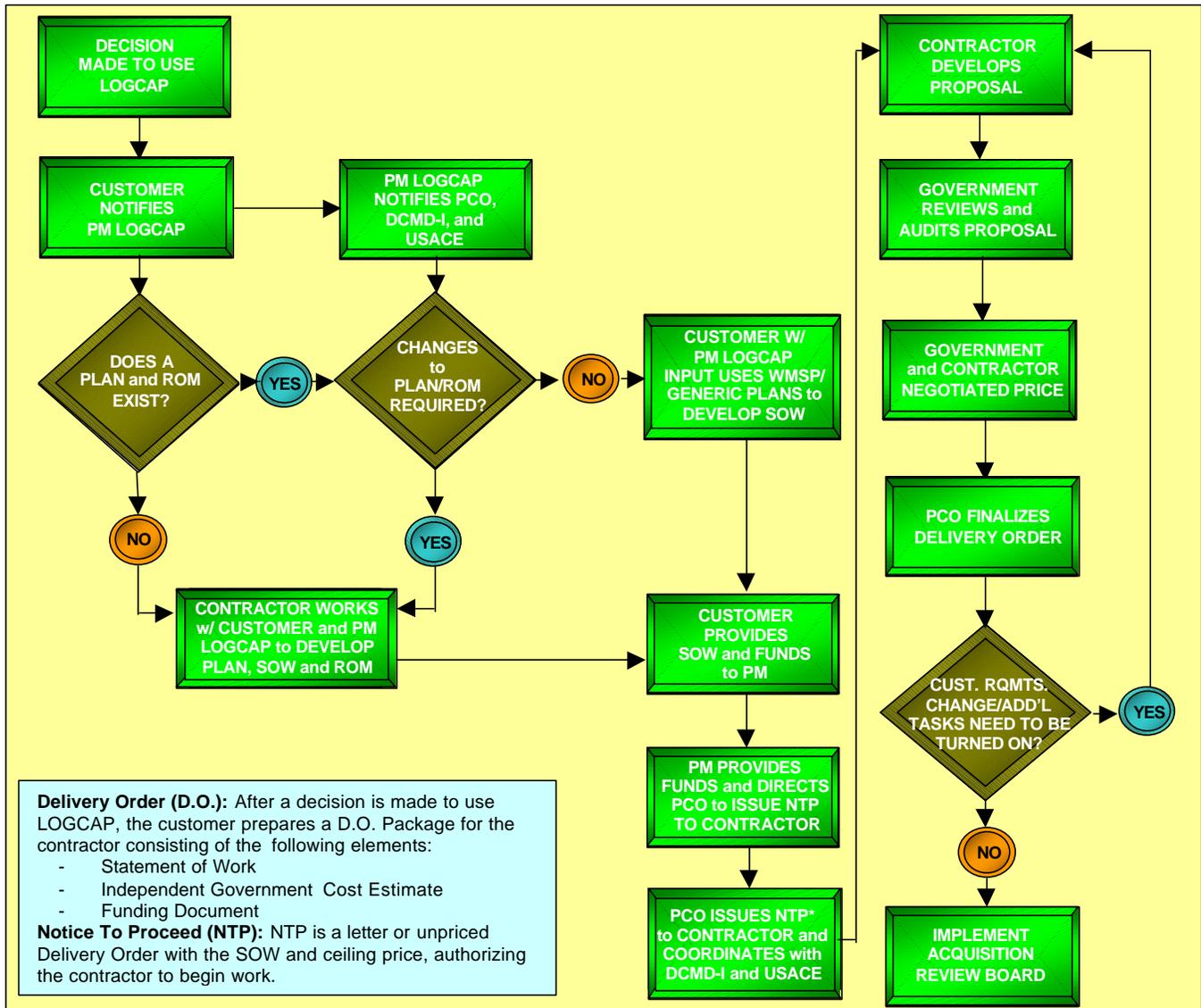


Figure 8. Executing LOGCAP

7. Command and Control Structure for Deploying DynCorp

- a. Upon notification from the CINC/MACOM/ASCC that LOGCAP is being implemented, and when directed by the Contracting Officer via a formal Notice to Proceed (NTP) issued to the Contractor, the DynCorp Team will deploy to a selected country or region and implement a LOGCAP Plan.
 - (1) Within 72 hours of NTP, DynCorp will deploy its LOGCAP EVENT Advance Team. DynCorp’s site Project Manager (PM) will initially report directly to the Senior AMC PMO Representative in the LOGCAP EVENT Area of Responsibility (AOR).

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- (2) At the EVENT site, the AMC Logistics Support Element (LSE), through the AMC PM LOGCAP representative, will provide centralized management for LOGCAP Contract execution. The AMC PCO designates an Administrative Contracting Officer (ACO) with responsibility to manage contracts. AMC provides coordinating authority over the DynCorp site Project Manager working through the PCO or ACO.
 - (3) DynCorp's Team at the EVENT site will be part of AMC's TEAM LOGCAP under the LSE Commander, who provides integrated command and control for LOGCAP operations. A Tactical Partnership Group, established by DynCorp in coordination with USAMC PM, LOGCAP, will meet daily to evaluate performance and identify requirements. In the EVENT area, DynCorp is under operational control of AMC.
- b. DynCorp will also provide the required follow-on augmentation logistics and construction/engineering services to execute that specific LOGCAP EVENT mission.
 - c. DynCorp maintains an active, deployable planning cell capable of responding to any customer need at either unclassified or classified levels on a worldwide basis.

8. How to Use This Plan and Request Support

- a. In order to utilize the logistics and engineering/construction augmentation capabilities described in the Plan the following steps need to be effected:
 - (1) The CINC/MACOM/ASCC must identify the specific planning and/or support requirements
 - (2) The CINC/MACOM/ASCC, in conjunction with AMC, will review this plan and identify capabilities that are available and which could be contracted.
 - (3) The CINC/MACOM/ASCC, in coordination with AMC, will develop a rough LOGCAP EVENT Statement of Work (SOW) and provide it to DynCorp.
 - (4) DynCorp must then provide a Rough Order of Magnitude (ROM) cost proposal estimate of labor, materiel, equipment and consumables within 24 hours following Notice to Proceed (NTP) to perform the LOGCAP Contract task(s).
 - (5) After negotiations and coordination with HQDA, the LOGCAP EVENT SOW will be finalized and a Delivery Order will be issued to DynCorp for execution.
- b. This Plan is prepared as a deliberate planning document following service support plan formats and guidance provided by AMC to the Contractor. The Plan is organized and designed so that ANNEX L, Service Support and the subordinate APPENDICES stand alone to respond to specific, preplanned AMC SOW requirements. The entire Plan may be implemented or it may build from one or more APPENDICES to tailor a mission-specific plan (Generic Developed Country Scenario, Generic Undeveloped Country Scenario, Regional, Country specific, or other mission-specific planning requirements). These plans provide the supported Customer the flexibility to choose those support services desired from the wide menu of capabilities the Contractor can provide.

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- c. Each ANNEX L APPENDIX identifies appropriate references to prepare the approaches described; in addition, a consolidated reference depicting full reference titles is provided in Annex Q (References) to this Plan. The Plan is updated annually.
- d. ANNEX L is supported by ANNEX N, Internal Operating Procedures (IOP), which details how the DynCorp Team will implement LOGCAP EVENT support upon NTP.
- e. These IOPs, identified in **Figure 9**, are common to all plans and may be tailored for specific LOGCAP EVENT scenarios/missions.

Figure 9 has been deleted.

Figure 9. ANNEX N – Internal Operating Procedures

- f. The WMSP is also provided on a single Compact Disc (CD) to assist planners in determining requirements and in planning factor adjustments. The CD contains the entire WMSP, including all ANNEXES. All entries contained in the Table of Contents are hyperlinked to the corresponding section in the plan, making this CD a fast, easily accessible reference tool for planners. The CD is designed like commercial CDs, to be self-starting, thus making it user-friendly. This CD-ROM provides an additional value-added option to the Customer.

9. Conclusion

- a. The WMSP is the linchpin to the successful development, integration, and implementation of LOGCAP planning, coordination, and execution processes. It provides the overarching parameters in which to encompass present and future Statement of Work requirements and delineates the framework for establishing an effective Customer/Contractor interface.
- b. The cost ROM is, as its name implies, just that, a rough order of magnitude – it is not a cost proposal. Upon notification to proceed, DynCorp will refine or develop a ROM detailing the resources and estimated cost to perform the requirements delineated in the CINC/ MACOM/ ASCC scope of work. This is done within 24 hours from receipt of the EVENT Statement of Work. Our Team is committed to providing **Best Value** – outstanding performance at reasonable cost.

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(1)

Given these parameters, the ROM can be quickly tailored to meet the specific situation by stripping out the cost for tasks the Army will self-perform and by eliminating material costs where GFE/GFM is to be provided. Using this approach ensures that the CINCs are not put in a position of underestimating the funding required to execute a mission in the planning.

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