



# QUARTERMASTER CENTER AND SCHOOL

*WARFIGHTERS' LOGISTICIANS*



## BOSNIA SEMINAR



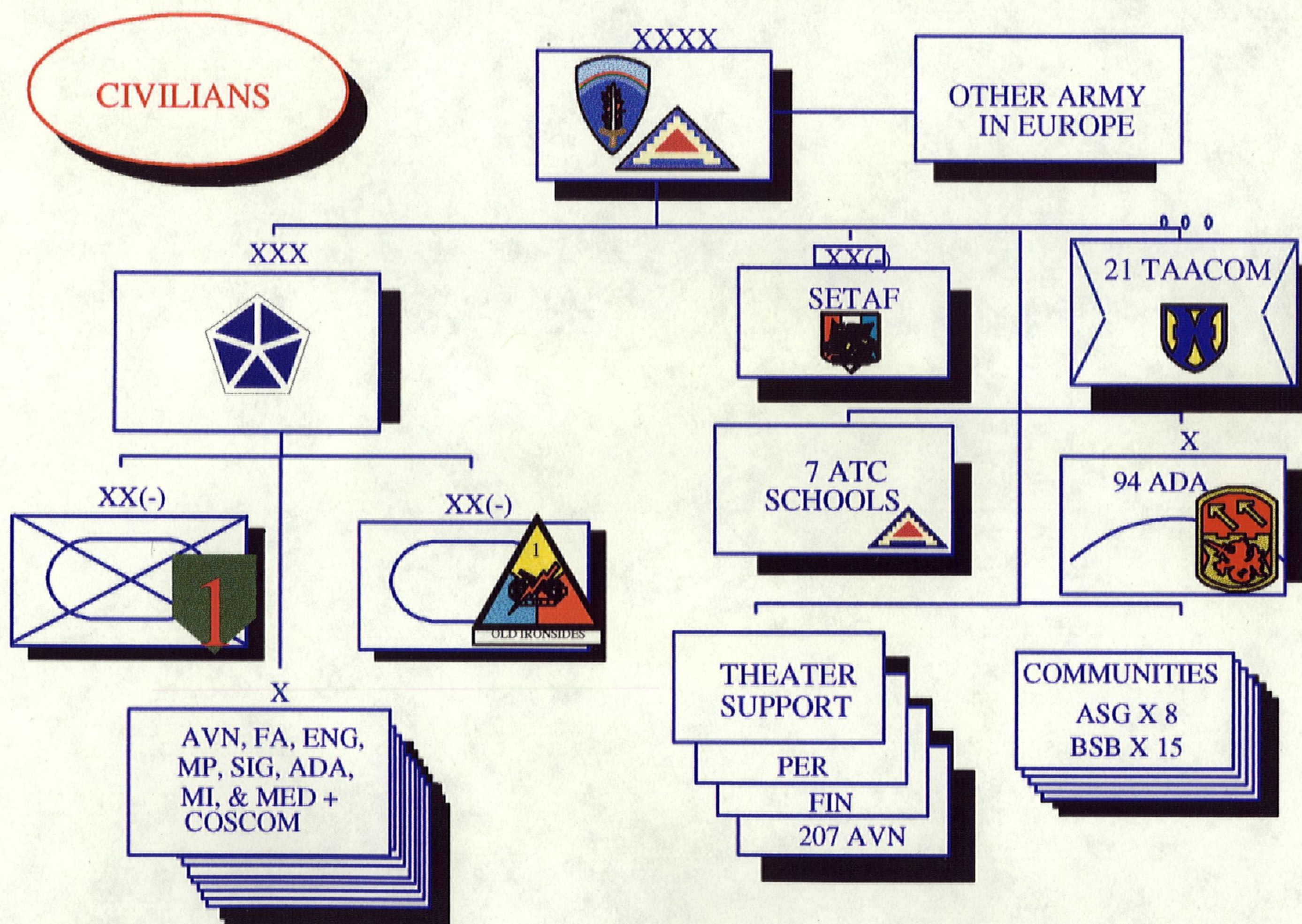
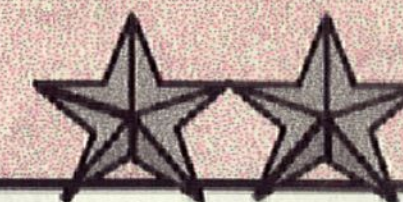
**MG JAMES M. WRIGHT**





# USAREUR Today

WARFIGHTERS' LOGISTICIANS







# Unit Locations

WARFIGHTERS' LOGISTICIANS



## KAISERSLAUTERN, GE

HQ 21ST TAACOM

HQ 29TH ASG

KIC/EQUIP MAINT CTR-  
EUR

200 TAMMC

37TH TRANSCOM

1ST TMCA

39TH TRANS BN

## MANNHEIM, GE

95TH MP BN

AVN LOG SPT GP -  
70TH TRANS BN  
(AVIM)

28TH TRANS BN

51ST MAINT BN

## PERSONNEL STRENGTH

FY 97

MILITARY - 4,216

CIVILIANS - 3,333

TOTAL: 7,549

## PIRMASENS, GE

COMMEL MAINT  
CTR

## MIESAU

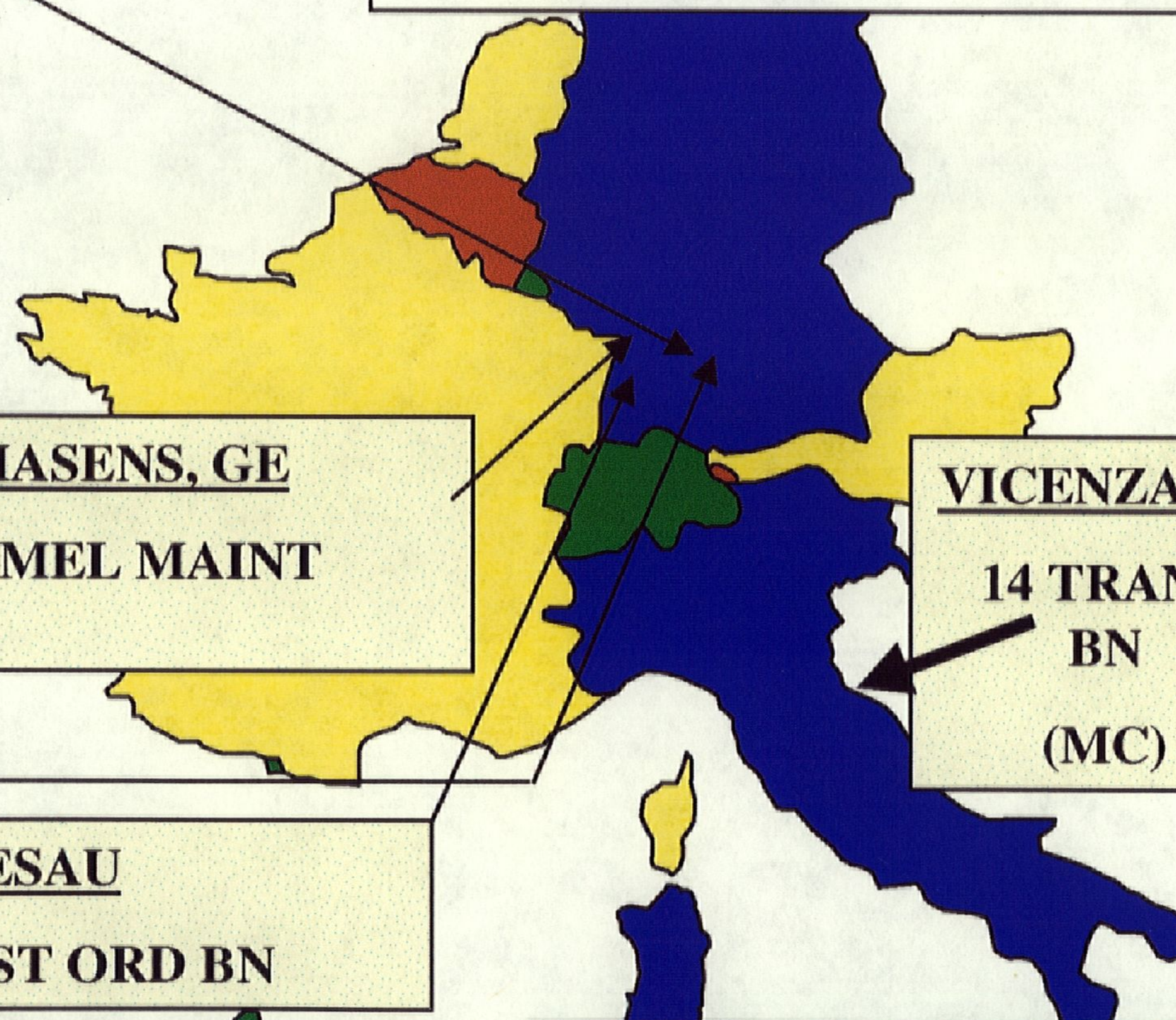
191ST ORD BN

## VICENZA, IT

14 TRANS  
BN  
(MC)

INDIANAPOLIS, INDIANA

21ST CONUS AUG - RESERVES







# Where We Are Now

WARFIGHTERS' LOGISTICIANS



**FY 97**

HQ 21ST TAACOM

47th ASG

FY93

CEGE  
(FY 96)

37TH  
TRANSCOM

54th ASG

FY93

USMCA KARLSRUHE  
FY92

14th MP BDE  
FY94

1ST TMCA

80th ASG

FY93

USAMAAE

9th FIN GP  
FY94

29TH ASG

543rd ASG

FY93

9th MMC  
FY93

60th ORD GP  
FY93

200TH TAMMC

16th CHEM CO

FY93

279th SIG PLT  
FY93

21st PER GP  
FY93

USMCA MANNHEIM  
FY92

USMCA ZWEIBRUECKEN  
FY92

USMCA PIRMASENS  
FY92

**MIL: 4,216**

**CIV: 3,333**

**TOT: 7,549**





# 21st TAAACOM Mission

WARFIGHTERS' LOGISTICIANS



## EUCOM

To ensure transatlantic security and promote regional stability. Protect U.S. Interest in Europe, Africa, and the Middle East by planning, preparing for, and conducting the full spectrum of operations.

## USAREUR

USAREUR maintains a **combat ready, forward deployed** force capable of providing **immediate responses** in support of NATO, U.S. bilateral, U.S. multilateral, and U.S. unilateral objectives; **supports U.S. Army forces** in the EUCOM area; receives and assists in the **reception, staging, onward movement and integration** of U.S. reinforcing forces; establishes, operates, and expands **operational lines of communication** within EUCOM; and **supports** U.S. combatant commanders and other joint and combined commanders with **forces and joint task force headquarters**, as required.

## 21ST TAAACOM

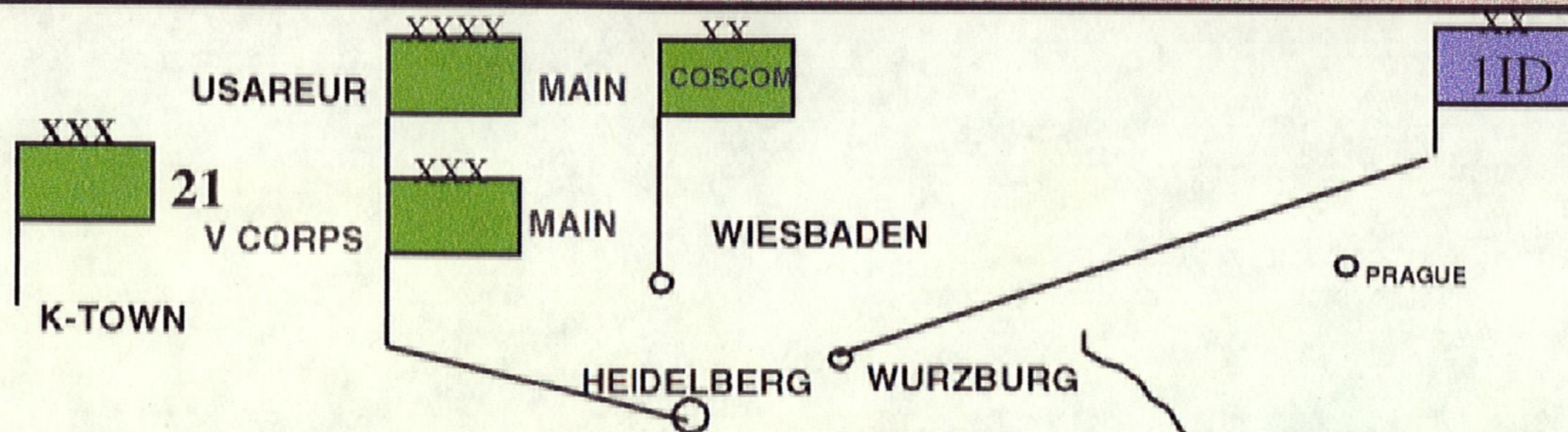
The 21st TAAACOM provides trained and ready forces to conduct: theater-level deployment and redeployment support for a contingency force in support of EUCOM and JCS-directed regional military objectives, or in support of NATO and UN military objectives; theater-level sustainment including military industrial operations, materiel distribution, split-based operations, and deployable logistics force packages; reception, staging, onward movement, and integration (RSOI) activities; and force reconstitution as required.





# Theater Framework

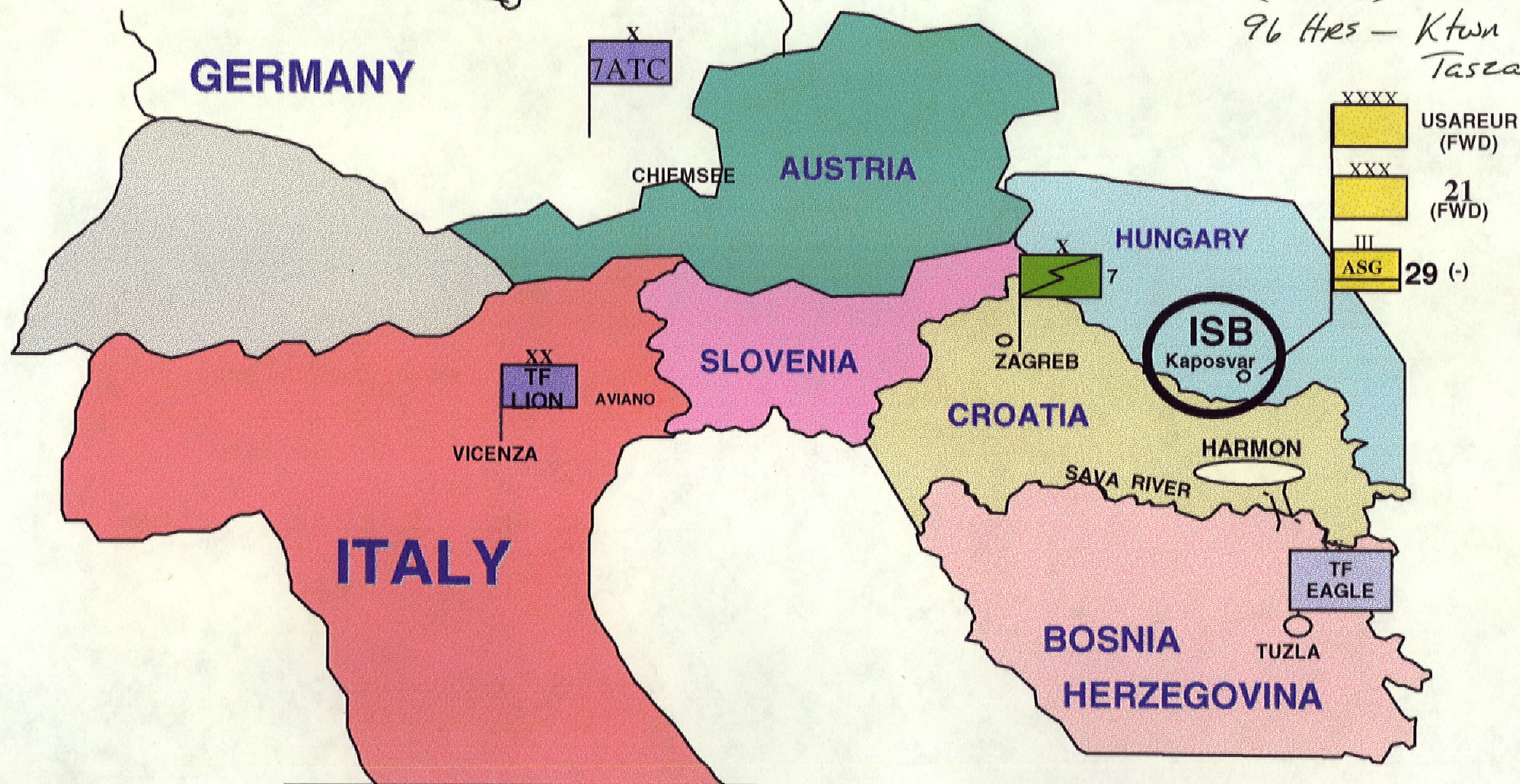
WARFIGHTERS' LOGISTICIANS



*Split Operations*

*Eagle Express (trucks)*

*96 Hrs - Ktown to Tazcar*

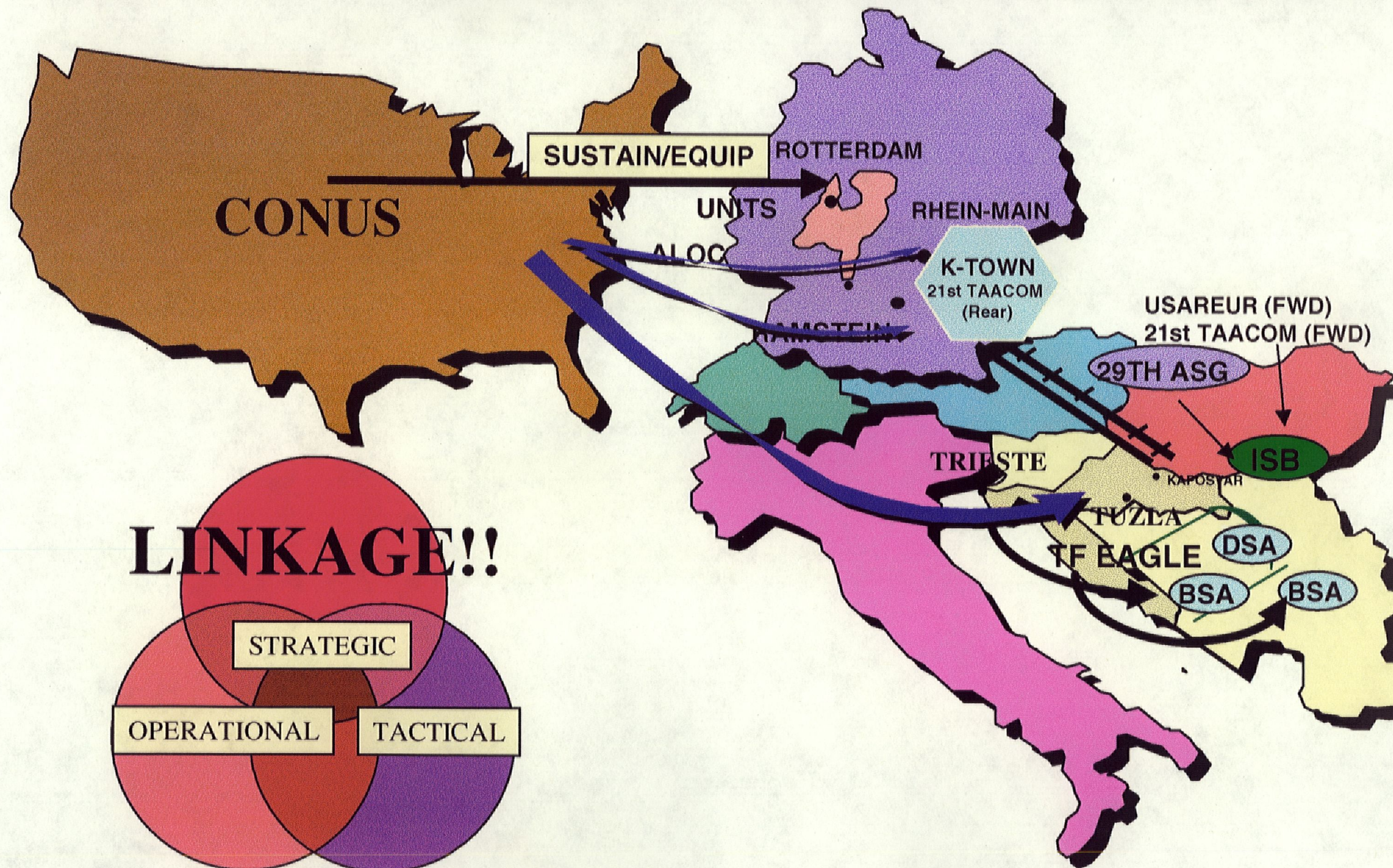
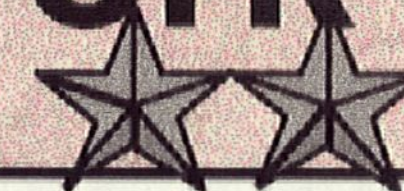






# Log Battlefield Framework

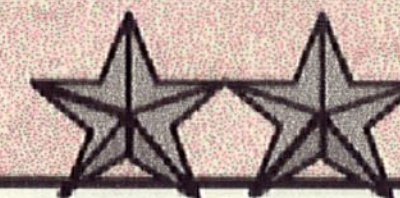
WARFIGHTERS' LOGISTICIANS







WARFIGHTERS' LOGISTICIANS



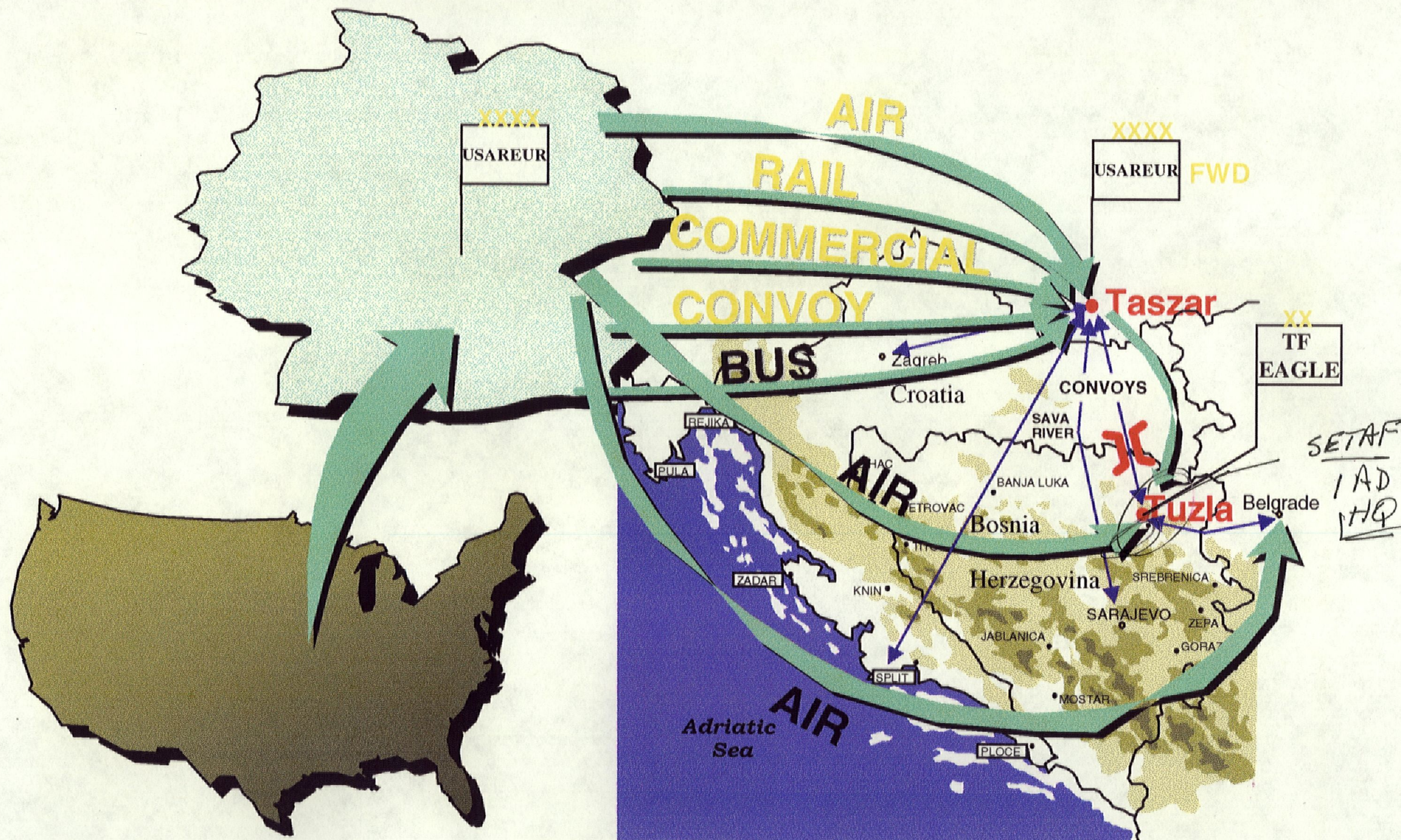
**DEPLOYMENT**





# Deployment

WARFIGHTERS' LOGISTICIANS







# Flow of Forces

WARFIGHTERS' LOGISTICIANS



**12 Dec 95:**  
*Hungary approves assistance to U.S.*

**16 Dec 95**

**TF Eagle deploys**

**14 Feb 96**

★ **20 Dec: Transfer of Authority**

★ **19 Jan: Zone of Separation**

★ **3 Feb: Occupy Areas of Transfer**

## Used...



**409**



**7340**



**507**



**1770**

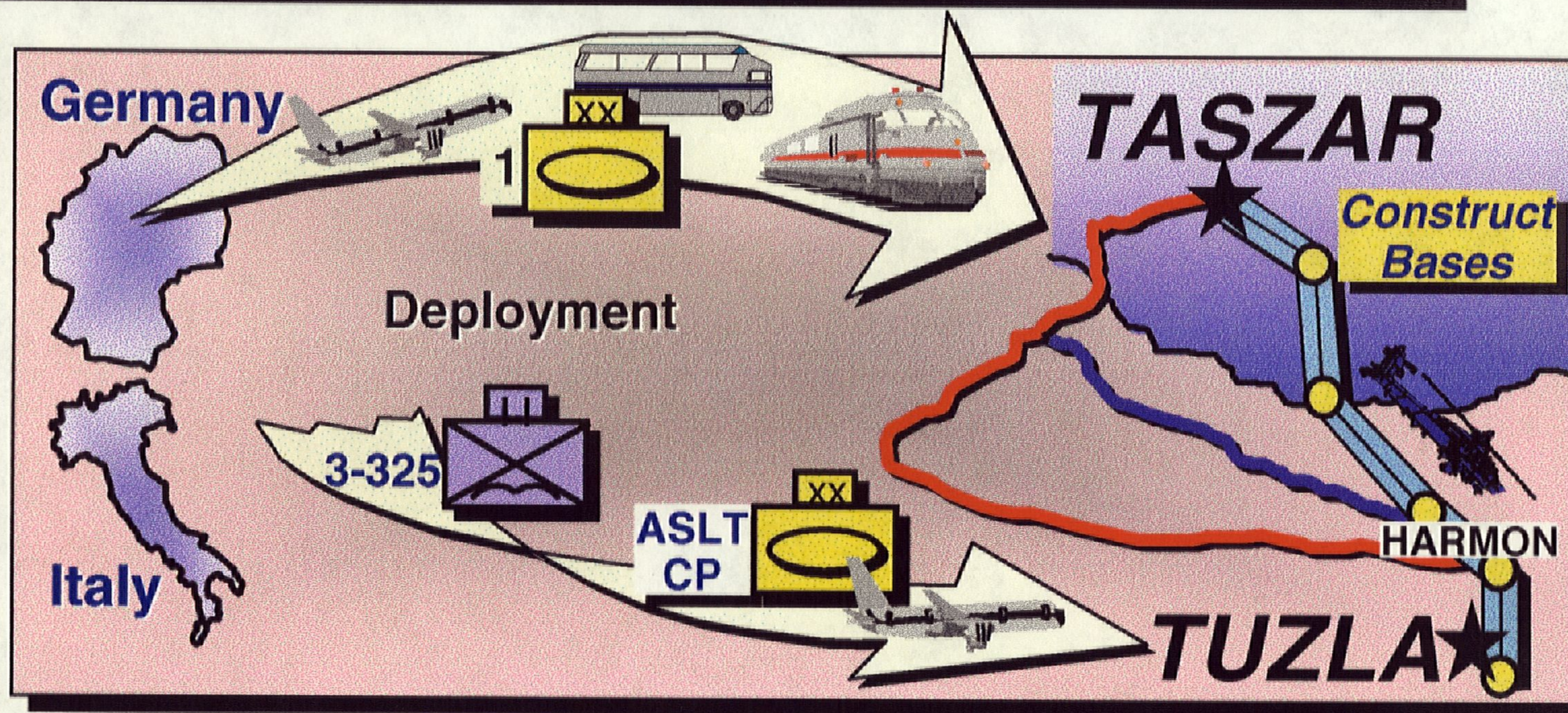


**1358**

C17

25% SORTIES

50% CARGO



- 1ST OVERLAND DEPLOYMENT SINCE 1945
- DEPLOYMENT CONDUCTED DURING WINTER HOLIDAY SEASON
- RAIL AND ROAD MODES ACCOUNTED FOR **63%** OF PERSONNEL AND **87%** OF STON DEPLOYED

**D+56 (14 FEB 96)**

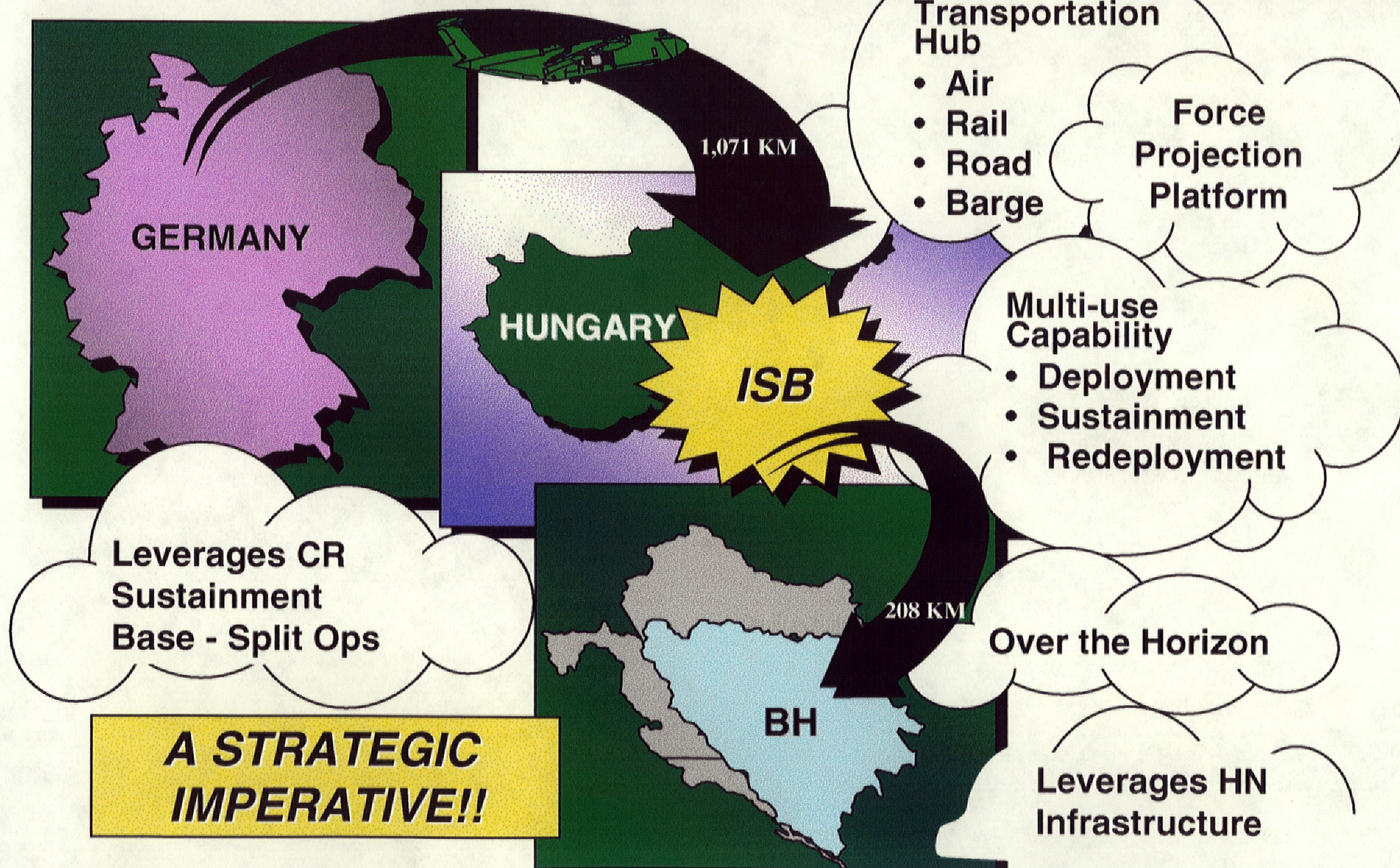
- ✓ MORE THAN **24,000** SOLDIERS
- ✓ OVER **12,000** PIECES OF EQUIPMENT
  - 101 Tanks
  - 251 IFV/CFV's
  - **145** AIRCRAFT
  - 57 ARTILLERY PIECES
- ✓ MORE THAN **200,000** STONS OF CARGO





# Strategic Role of the ISB

WARFIGHTERS' LOGISTICIANS

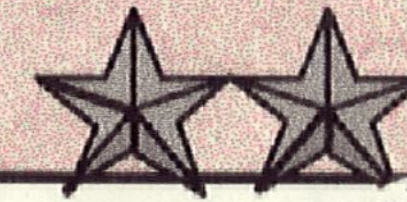






# Deployment Plan

WARFIGHTERS' LOGISTICIANS



RAIL  
STRIKE

OPERATIONAL  
ADJUSTMENTS

DIP  
CLEARANCES

## Concept

- Unit Integrity
  - Equipment
  - People
  - Ammo
- CPs/ADVONs by Air
- Deliberate
- Rely on Rail

**GRAND  
SLAM!!**

WEATHER

## Actual

- Unit Integrity
- CPs/ADVONs by Air
- Not Deliberate
  - Time Compression
  - Package Compression
- Multi Modal
  - Heavy Rail/Air/Road

POLITICAL  
DECISIONS





# Creative Solutions

WARFIGHTERS' LOGISTICIANS



**FLEW  
ARMOR**

**TRUCKERS**

**ADACG**

**SHIFT TO  
MULTI-MODAL  
TRANS EARLY**

**CLASS V**

**MAXIMIZE USE OF  
AVAILABLE  
TRANSPORTATION  
RESOURCES**





# Creative Solutions

WARFIGHTERS' LOGISTICIANS



## MANEUVERING TRAINS

#1 PRIORITY



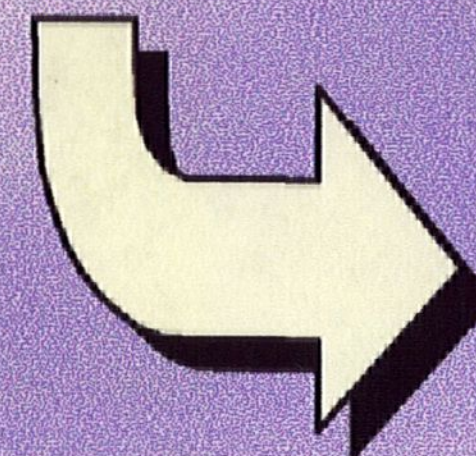
AOR

#2 PRIORITY

## FLAT RACKS



MISSILE  
MAINTENANCE



RAILHEAD  
TEAMS

**FLYING AVLBS**

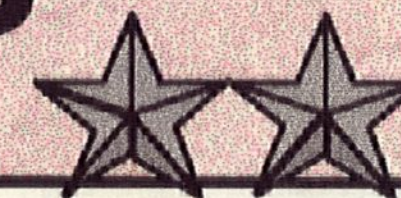
DEVELOPMENT OF FUSION CELL  
FOR PLANNING AND DEVELOPMENT  
OF FAAs





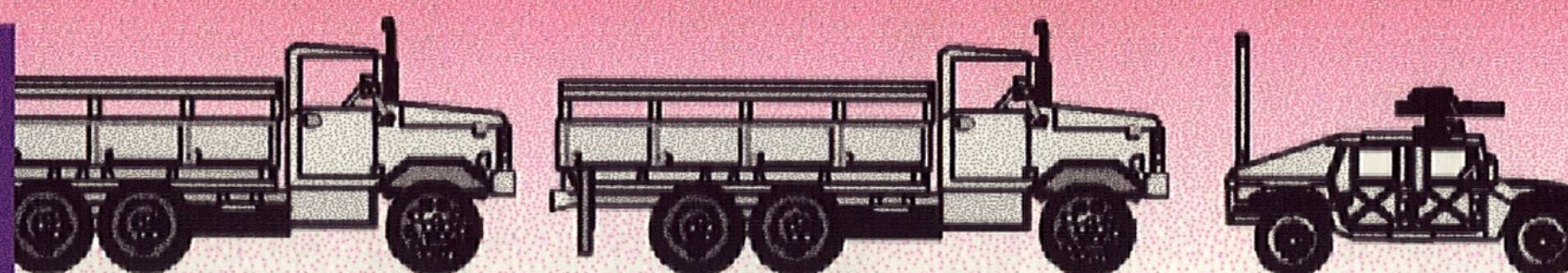
# Creative Solutions

WARFIGHTERS' LOGISTICIANS



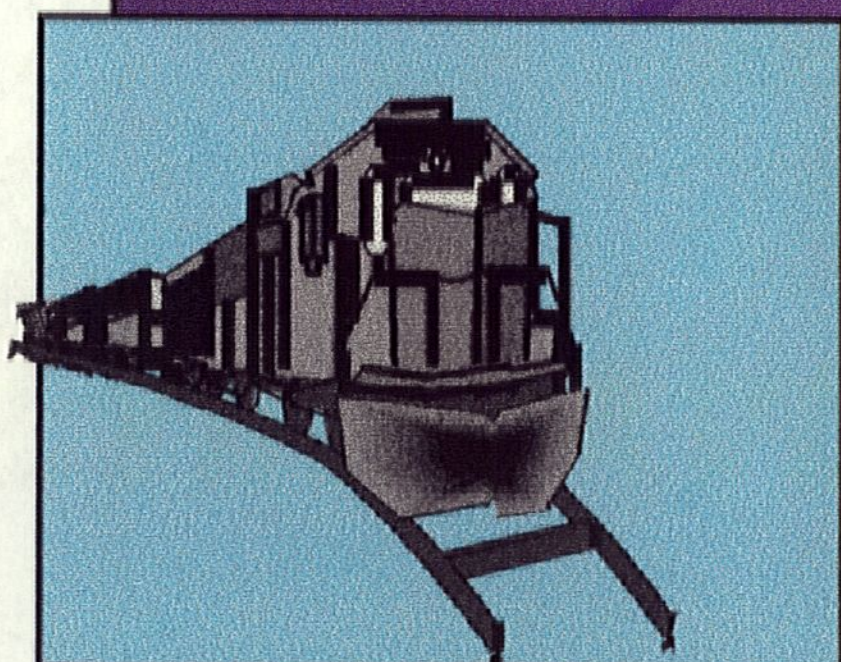
## CONVOY CONTROL CENTER

ISB VALIDATION  
PROCESS

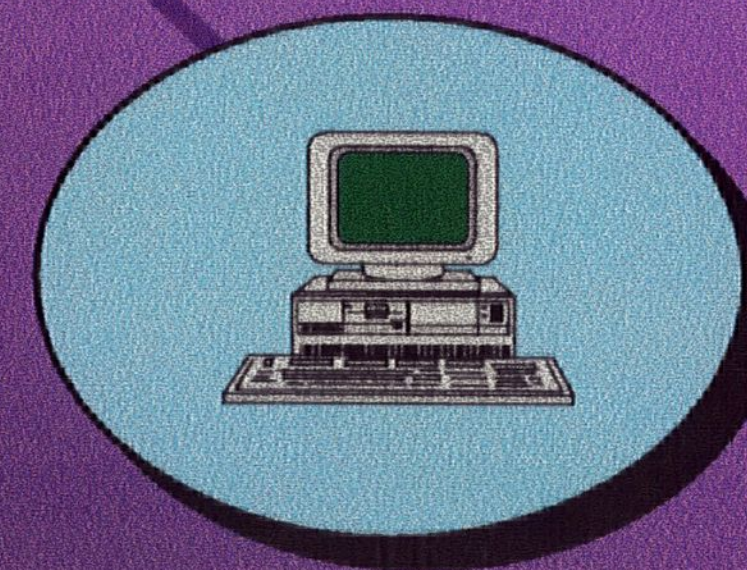


BB&T  
CONCEPT

## FORCE TRACKING



DTTS/RF TECHNOLOGY











# Execution

WARFIGHTERS' LOGISTICIANS



- ✓ Theater Level Split Base Ops
  - ✓ Leverage CR Trans (Eagle Express - Rail/Road)
  - ✓ Leverage CR CSS
  - ✓ "Push Logistics" during early entry (Strat Pkg)
  - ✓ Velocity management
  - ✓ Est interim staging base at river crossing site
  - ✓ Units deploy with 15 DOS
  - ✓ 21st TAACOM est ISB prior to deployment
- 
- ✓ Synch C2
  - ✓ Early Deployment of Div MSB and DMMC
  - ✓ CMMC spts via Split Base
  - ✓ Early CSS auto connectivity



**SYNCHRONIZATION**





# Operational Principles of Force Projection Logistics

**(USAREUR MODEL)**  
WARFIGHTERS' LOGISTICIANS



**Provide Deploying  
units with robust self-  
support capability  
(30 Days)**

**Retain Materiel  
Management and SSA  
Capabilities in Split Ops  
sanctuary to provide  
continuous support**

**Develop strategic  
packages configured  
to requirements for  
push to AOR from  
ISB (Velocity)**

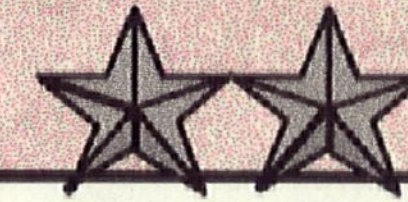
**Package Supply and  
Maintenance Capabilities for  
Incremented Deployment**





# Operational Principles of Force Projection Logistics

**(USAREUR MODEL)**  
*WARFIGHTERS' LOGISTICIANS*



**Configure tailored  
ASL Packages for  
Incremental  
Deployment**

**Position Back Up  
support capability  
in ISB (Supply and  
Fly Away Maint)**

**Maximize ALOC to  
reduce reliance on  
over-used Grnd LOCs**

**Execute "PLS" Logistics**

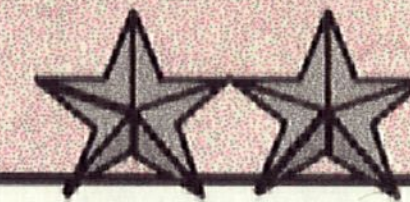
**Maintain continuous  
communications and  
automation connectivity during  
all phases of operation**





# “Nothin’s Easy”

WARFIGHTERS’ LOGISTICIANS



Tied-up 500  
outsized cargo railcars

TALCE airfield  
certification delayed

Delay in Base  
Camp Development

FRENCH  
RAIL STRIKE

BAD  
WEATHER

LATE CONTRACTING/  
RECON AUTHORITY

14  
Days

SHORT  
DEPLOYMENT  
NOTICE

**Still Can't  
Beat the  
American  
Servicemen**

FLOOD ON  
THE SAVA RIVER

Frankfurt main  
switching station disabled

70 year High-water

RAIL  
SABOTAGE

Privatized  
Railroad  
and Labor  
Unions

HOLIDAY  
SEASON

TRANSIT  
ROUTES THRU  
5 COUNTRIES

Different weapons  
& ammo restrictions

OUTSIZED CARGO  
RESTRICTIONS

Tunnels, Toll Booths,  
& Bridge Restrictions





*WARFIGHTERS' LOGISTICIANS*



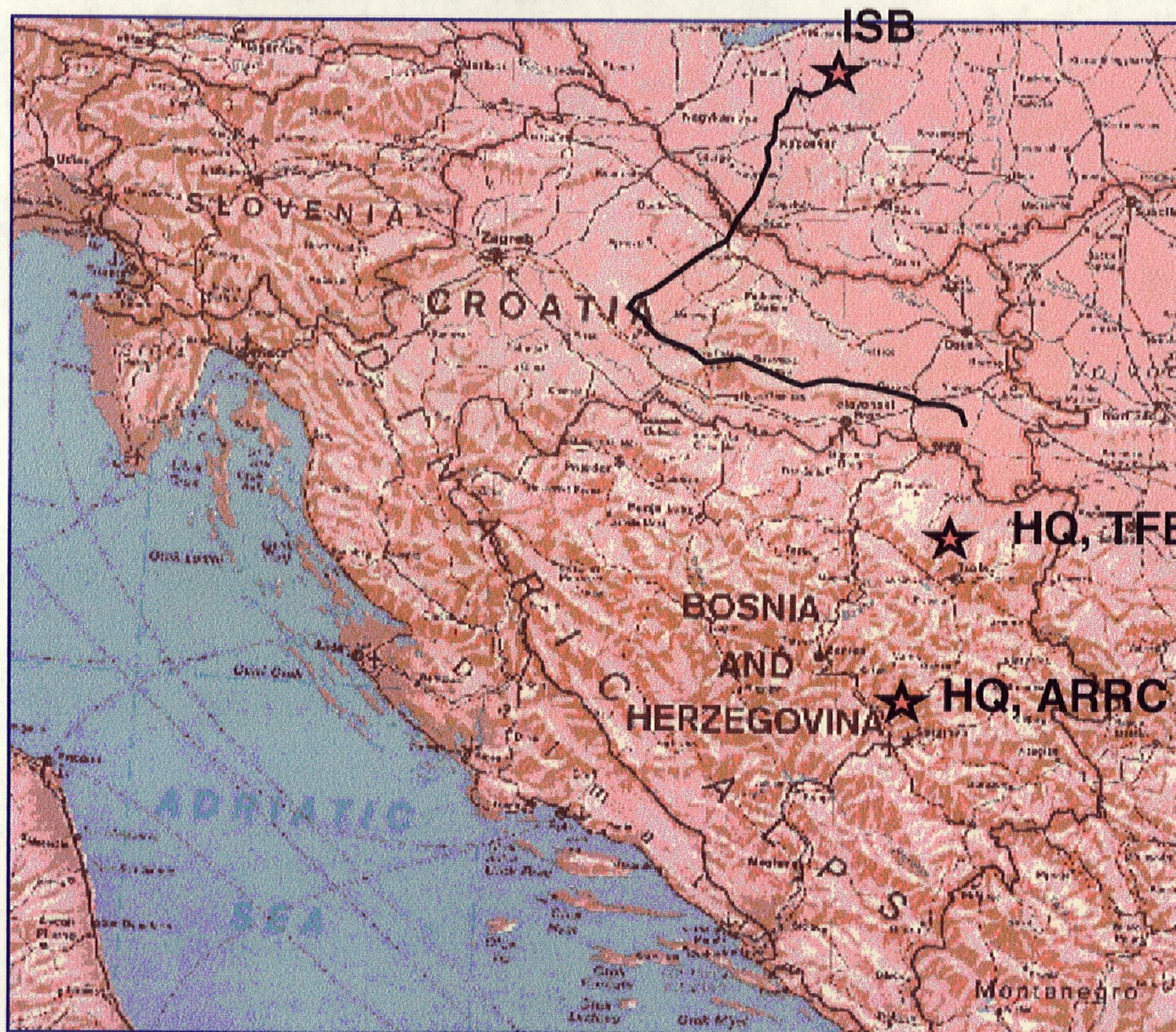
# BASECAMPS





# Overview

WARFIGHTERS' LOGISTICIANS

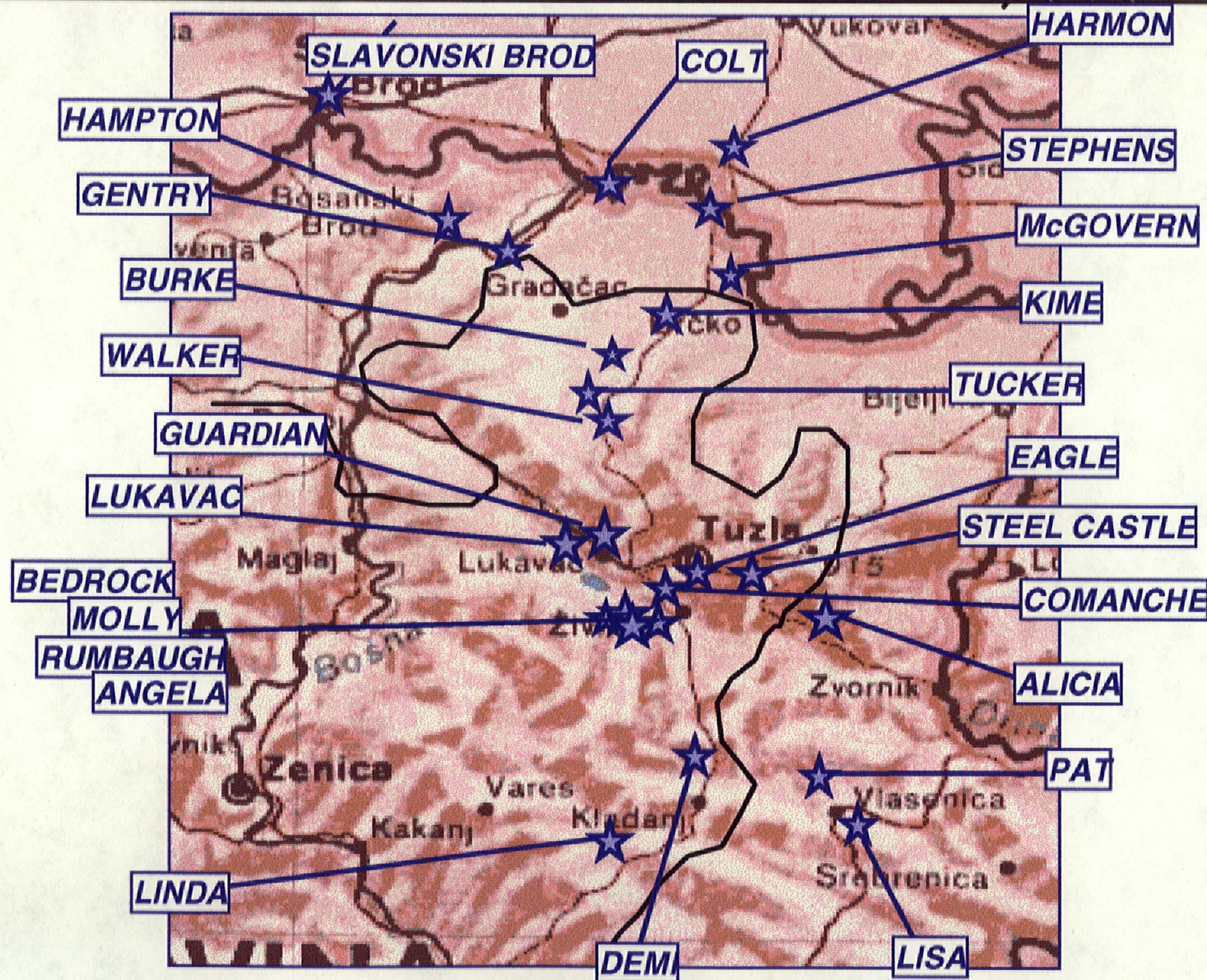






# Base Camps

WARFIGHTERS' LOGISTICIANS

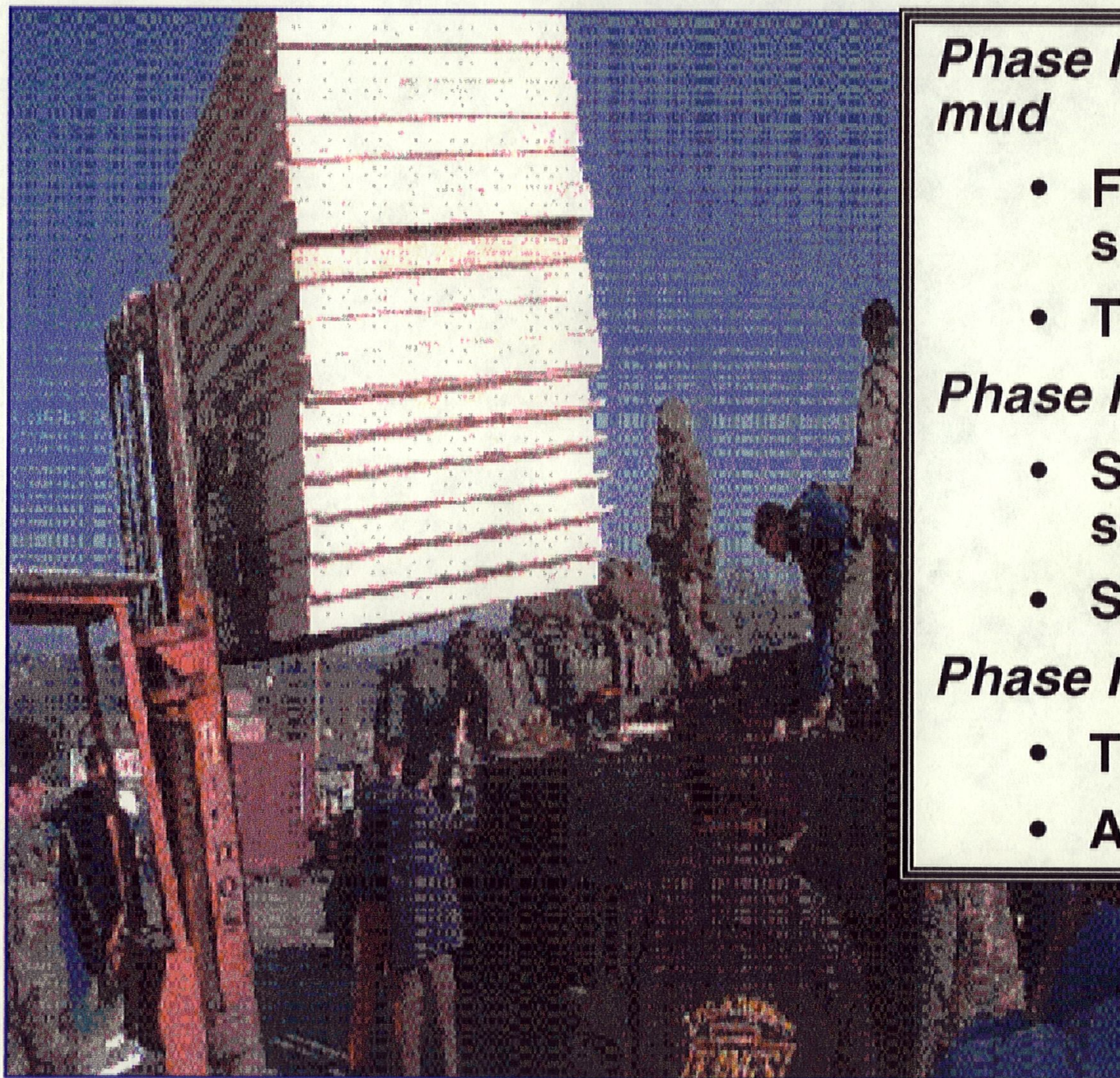






# Three-phased Sequence

WARFIGHTERS' LOGISTICIANS



## ***Phase I: Get the troops out of the mud***

- Field latrines, Australian showers
- Tent floors and walkways

## ***Phase II: Begin improving QOL***

- Skid-mounted mobile service centers
- Services

## ***Phase III: End state***

- Tier 3 living facilities
- Ablution units





# Facility Standards

WARFIGHTERS' LOGISTICIANS



## Living & Working Space:

- 10 soldiers / GP medium
- 1 HQ tent per company
- 1 orderly room tent / co
- 2 dayroom tents / company
- 10 kitchen/dining tents / bn
- 1 latrine per 25 soldiers
- 1 shower per 25 soldiers

## Force Protection:

- 20 man bunkers, 2 man fighting positions: a space for every soldier
- Each tent sandbagged
- Security, perimeter lighting
- Guard towers
- Triple standard perimeter wire

## Other:

- Chinook capable helipads
- Power generation
- Ammo holding areas
- Gravel roads, parking
- Recreation facilities
- Chapel
- AAFES, banking, postal



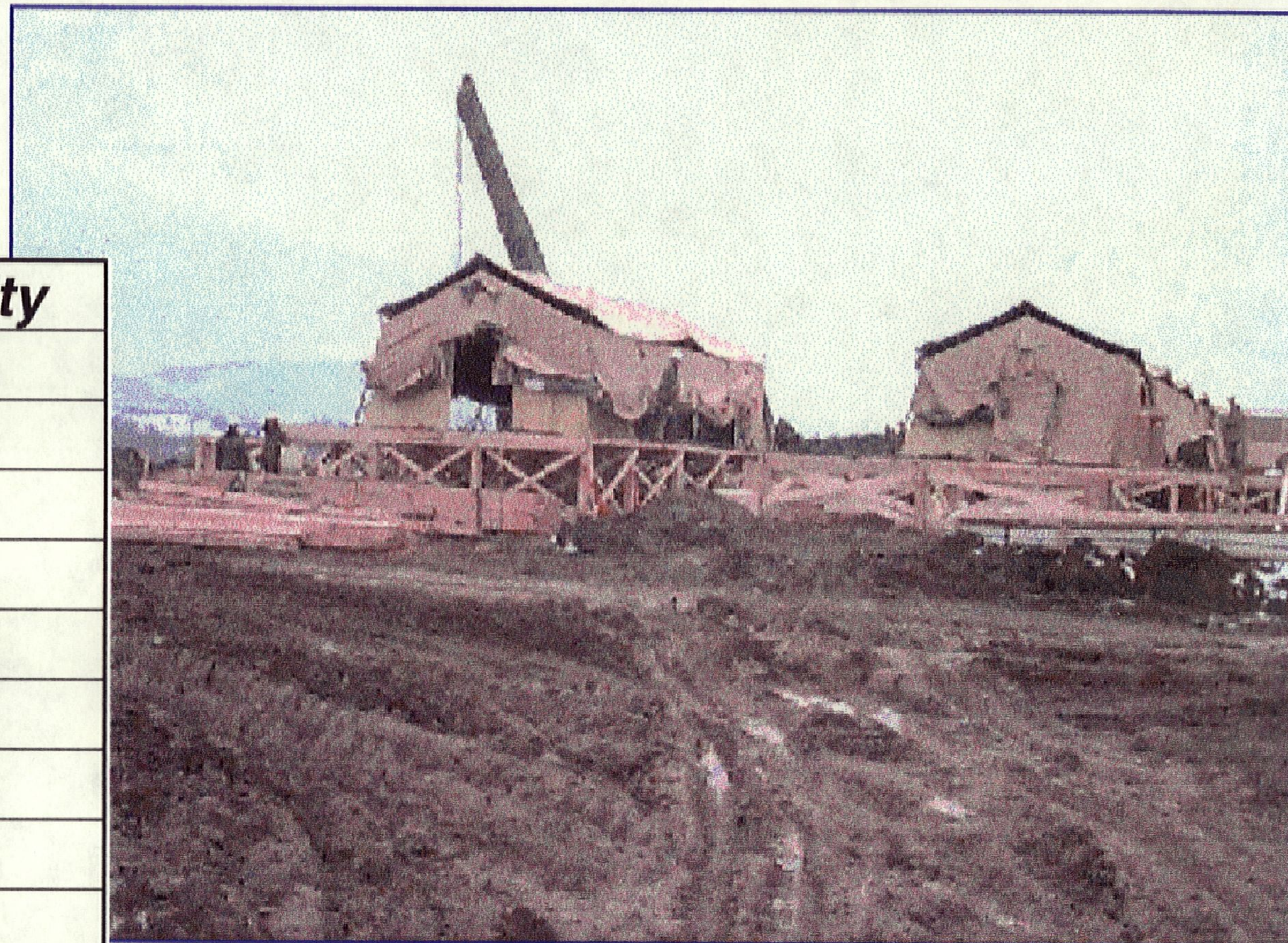


# Hardback Camps

WARFIGHTERS' LOGISTICIANS



<i>Camp</i>	<i>Capacity</i>
Eagle	2445
Angela	1680
Harmon	1580
Colt	1400
Bedrock	1178
Kime	1162
Gentry	1130
Alicia	930
Molly	440
Stephens	420
Burke	110



- Composite camps
- Upgrades



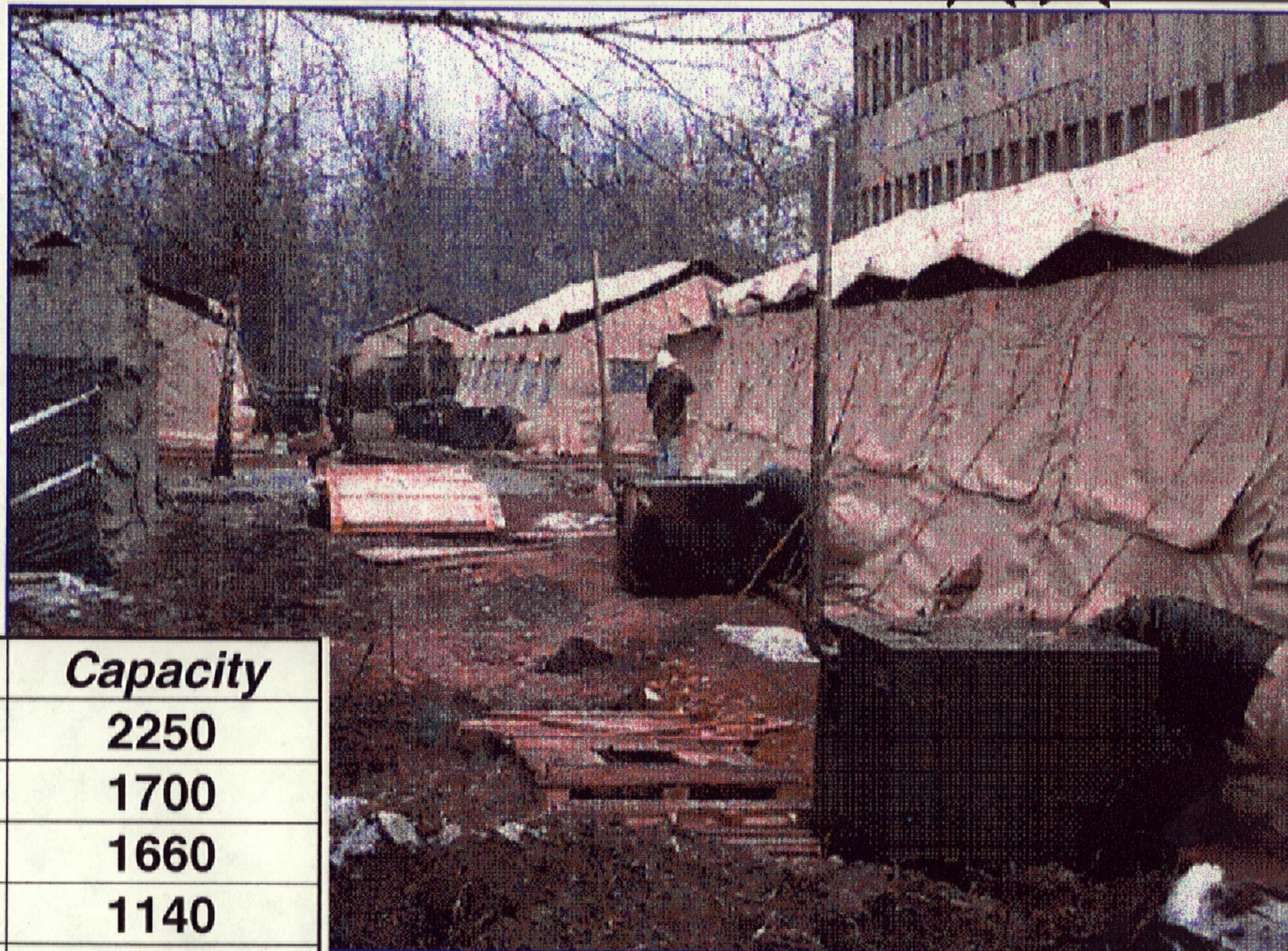


# TEMPER Tent Camps

WARFIGHTERS' LOGISTICIANS



- Force Provider modules



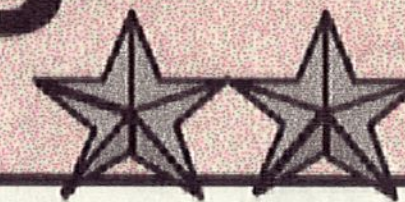
<i>Camp</i>	<i>Capacity</i>
Lukavac	2250
Steel Castle	1700
Comanche	1660
McGovern	1140
Hampton	228
Tucker	185





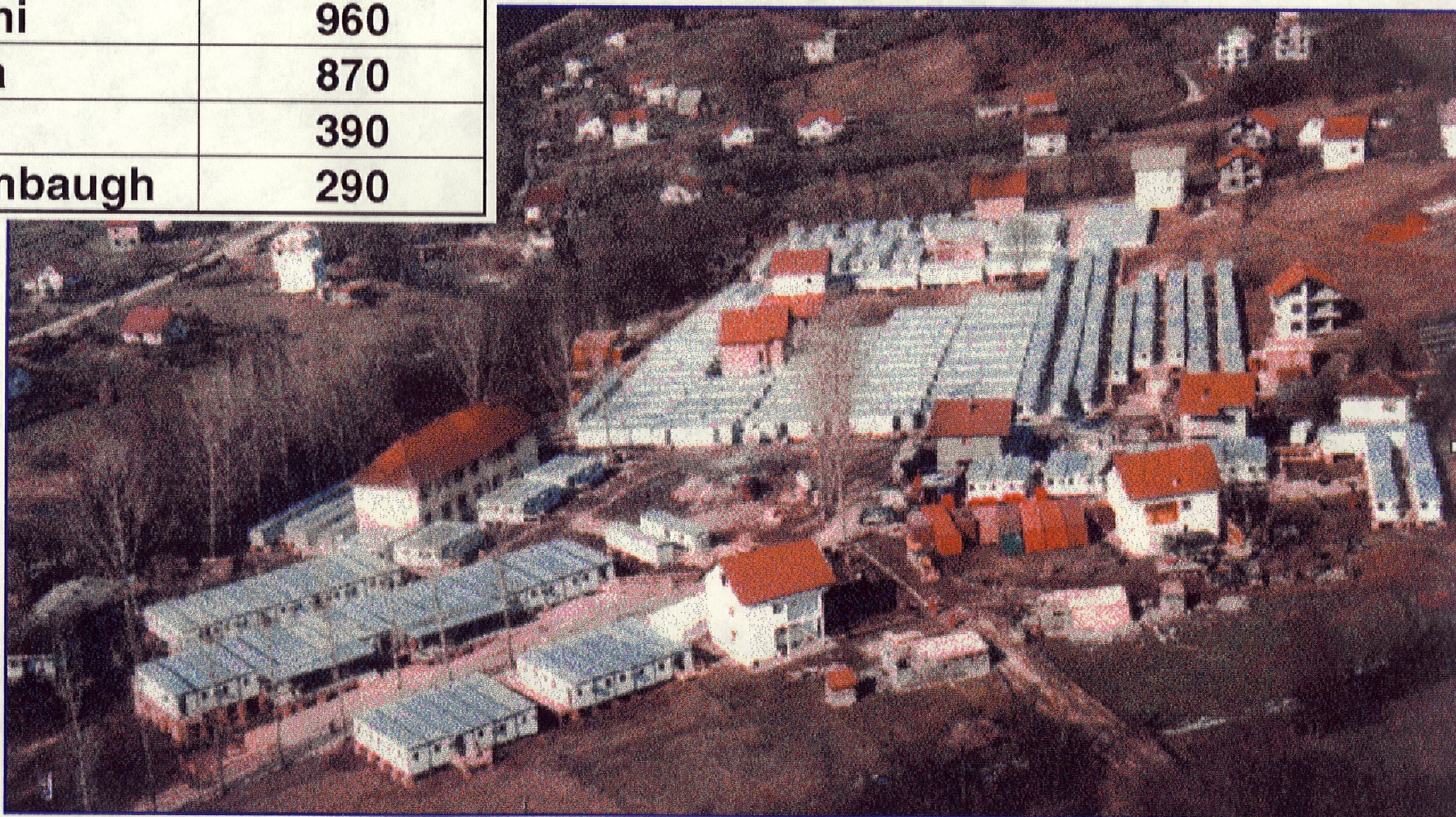
# Container Camps

WARFIGHTERS' LOGISTICIANS



<i>Camp</i>	<i>Capacity</i>
Linda	1140
Guardian	1075
Demi	960
Lisa	870
Pat	390
Rumbaugh	290

- Three sources

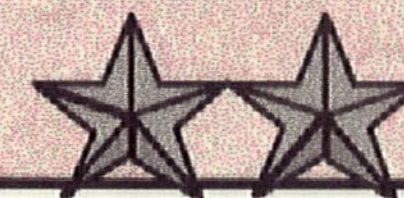






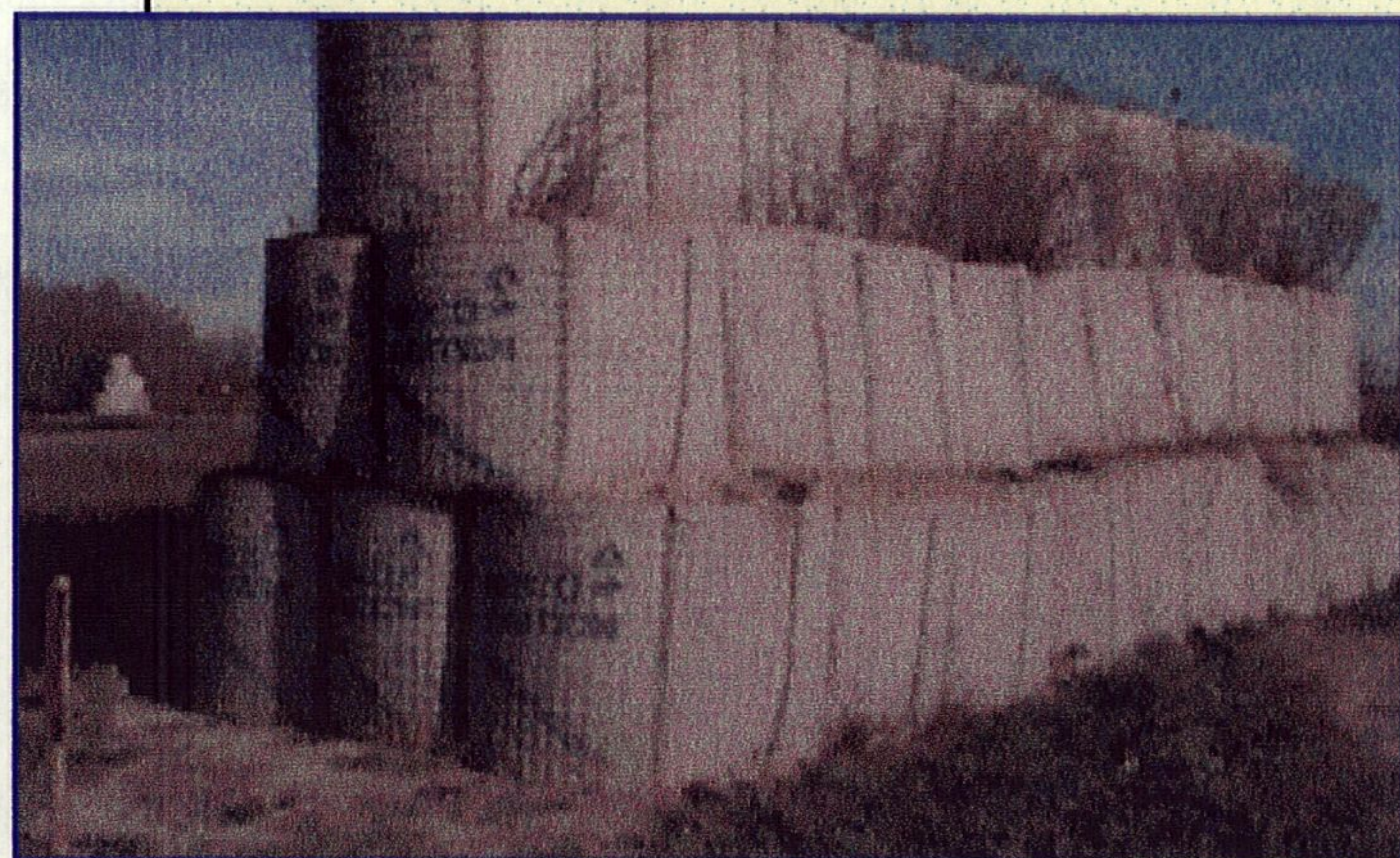
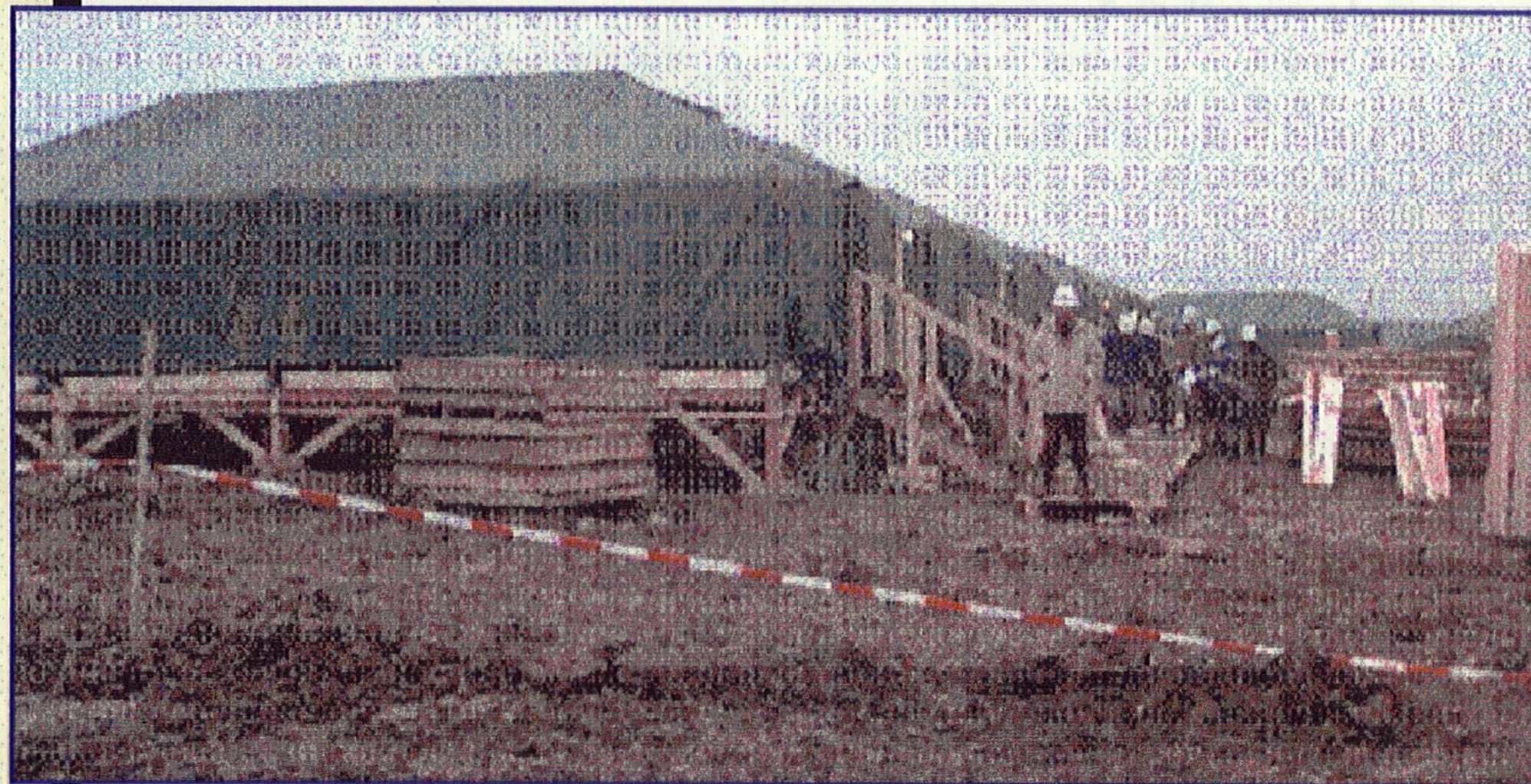
# Camp Angela

WARFIGHTERS' LOGISTICIANS



## *Equipment and facilities:*

• Generators	6
• Refrigeration vans	11
• Fest tents	2
• TEMPER tents	13
• GP medium tents	200
• UN containers	6
• SEA-huts	2
• Modular kitchens	1
• Ablution units	15
• Septic tanks	2
• Water bladders	3



## *Materials:*

• Walkways	1,800 meters
• Lumber	27,021 pieces
• Plywood	7,090 sheets
• Concertina	1,800 meters
• Hesco barriers	360 meters
• Light poles	32 poles



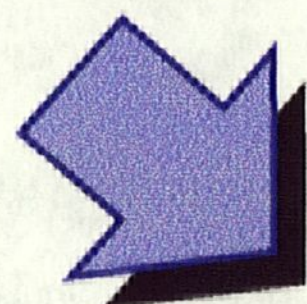


# Materiel

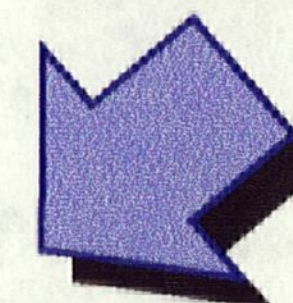
WARFIGHTERS' LOGISTICIANS



**Engineer unit  
basic loads**

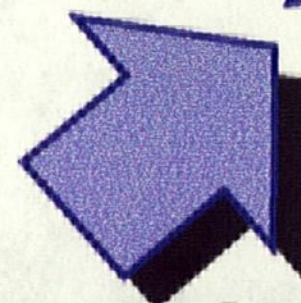


**LOGCAP**



*4 million board-feet of lumber  
75,000 sheets of plywood  
8000 light fixtures  
150,000 meters of electrical wire  
11,000 feet of PVC pipe  
350,000 cubic meters of gravel*

**Local purchase  
and contract**



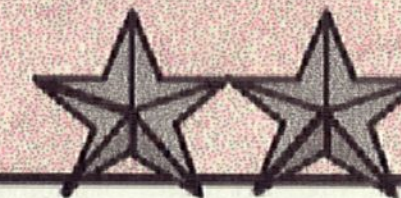
**Aschaffenberg  
freight forwarding  
contract**







WARFIGHTERS' LOGISTICIANS



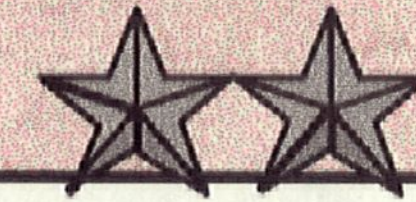
**REDEPLOYMENT**





# Vision

WARFIGHTERS' LOGISTICIANS



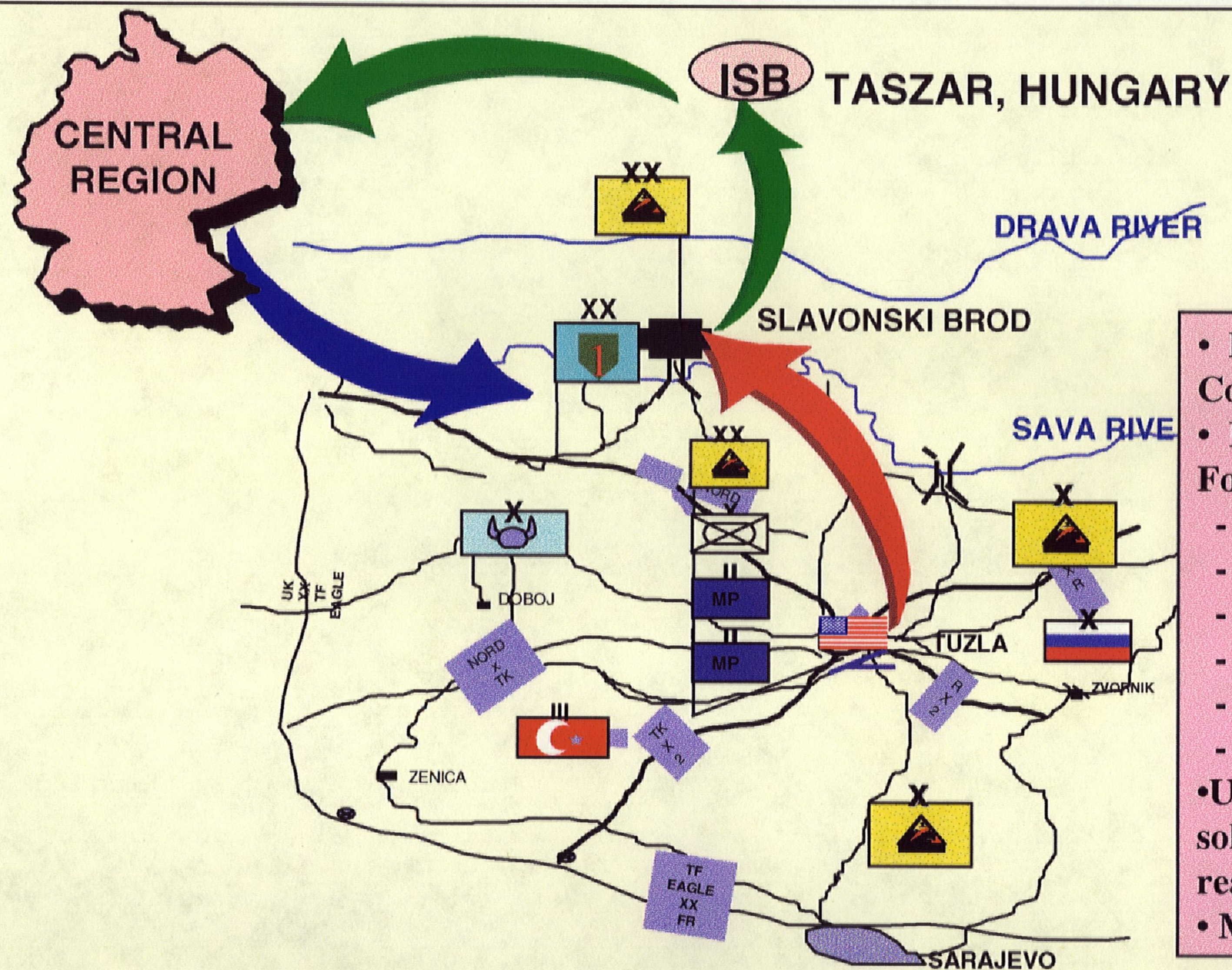
**WITHIN 180 DAYS OF THEIR RETURN FROM OPERATION JOINT ENDEAVOR, WE WILL HAVE FORCES TRAINED AND READY TO DEPLOY IN SUPPORT OF REGIONAL AND JSCP CONTINGENCIES. THE PROCESS OF ATTAINING COMBAT READINESS WILL BE NEITHER LONG, EXPENSIVE, NOR ENDURING.**





# Redeployment Architecture

WARFIGHTERS' LOGISTICIANS



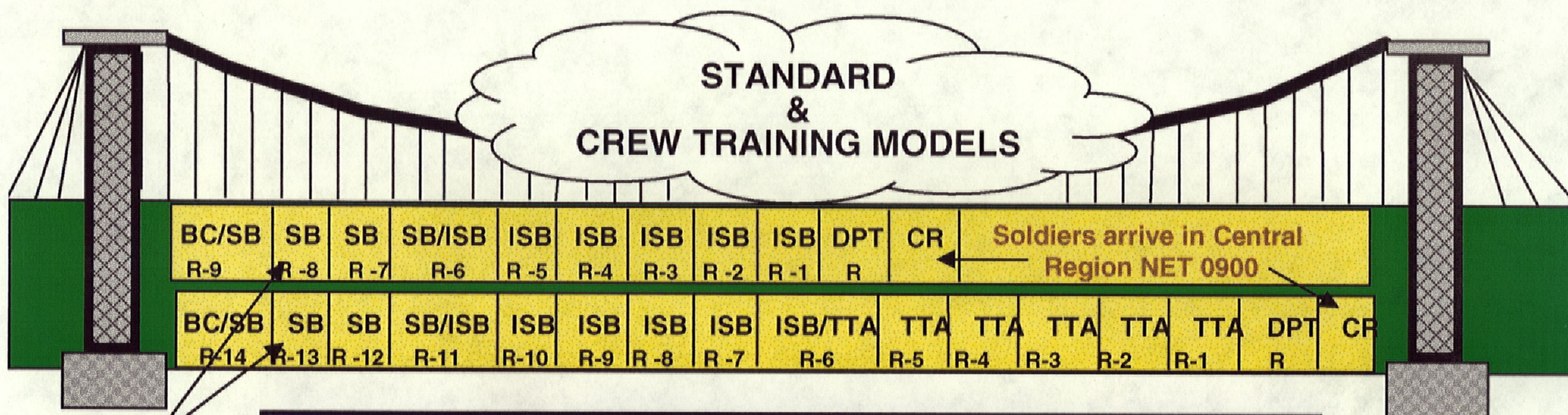
- Deployed the Covering Force
- Redeployed Task Force Eagle
  - 78 days
  - 310 trains
  - 14 barges
  - 1025 truck moves
  - 11 airplanes
  - 21,000+ PAX
- Unprecedented soldier & equipment readiness
- Materiel Stewardship



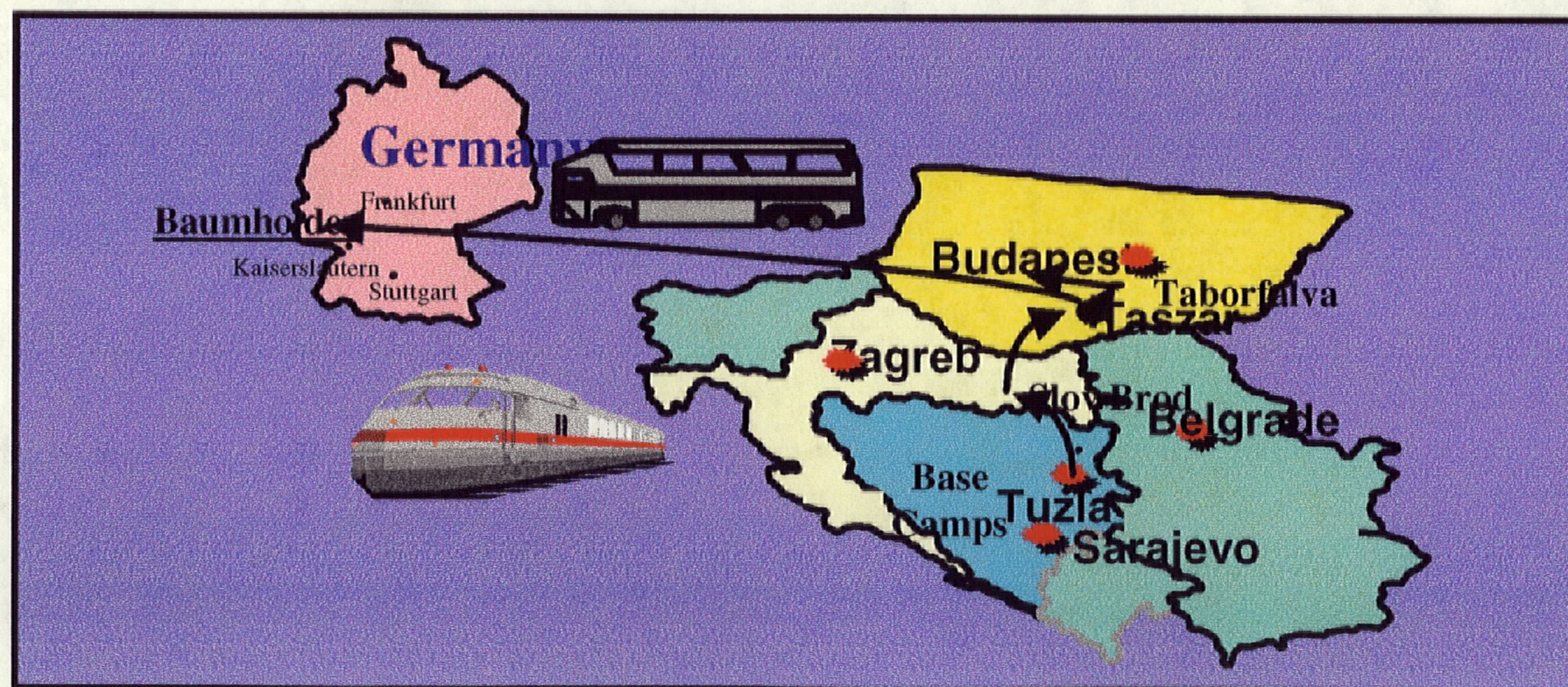


# The Model

WARFIGHTERS' LOGISTICIANS



Advance  
Party to  
ISB





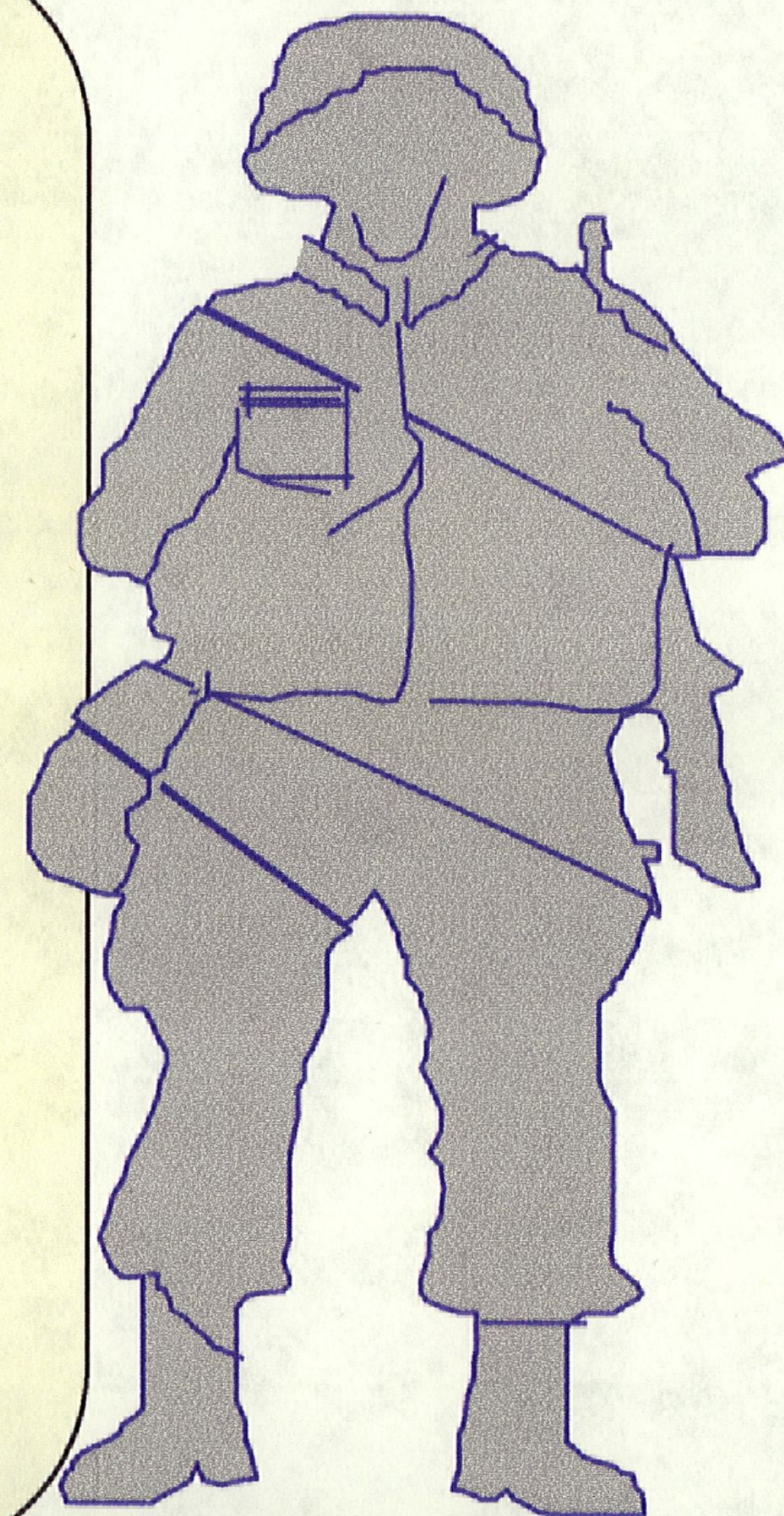


# Soldier Readiness in ISB

WARFIGHTERS' LOGISTICIANS



- MEDICAL AND DENTAL
  - BRIEFING, BLOOD DRAW, PSYCH EVAL, HEPATITIS BOOSTER, PHYSICIAN EVAL (IF REQUIRED)
- FINANCE
  - BRIEFING, PAY INQUIRES
- CHAPLAIN
  - RELIGIOUS SURVEY, REUNITING WITH FAMILY BRIEF
- PERSONNEL
  - ID CARDS, ID TAGS, SGLI UPDATE
  - CHECK: OER/NCOER COMPLETION, UPDATE AWARDS, DPLI CODE R TRANSACTIONS, UPDATE 2-1 / 2A/ ORB, C10 REPORT & PROMOTION PACKET UPDATE, TCS ORDERS ENDORSED, POSTAL LOCATOR CARDS, UNIT MOVE ORDERS
- ASG REPS AVAIL TO REQUEST HOUSEHOLD GOODS DELIVERY



**GOAL: MISSION - FOCUSED, ALERT AND READY SOLDIERS**





# Equipment Readiness in the ISB

WARFIGHTERS' LOGISTICIANS



☒ SENSITIVE ITEM ACCT.

☒ CLASS V TURN IN

☒ WASH VEHICLE

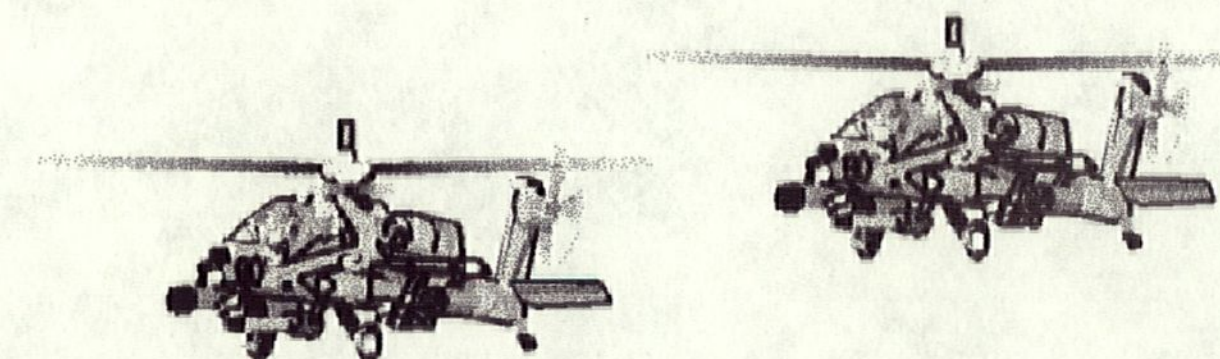
☒ PMCS / TI

☒ OCIE TURN IN / PICK UP

☒ 10 / 20 MAINTENANCE

☒ REFUEL / DEFUEL

☒ MTOE INVENTORY



☒ EXCESS TURN IN

☒ AWR TURN IN

☒ CLASS IX ORDERED

☒ ASL / PLL INVENTORY

☒ EXCESS CLASS IX TURN IN

☒ MVNT TRAINING COMPLETE

☒ EQUIP CONFIG MOVEMENT

☒ RAIL/AIR/ BARGE LOAD

