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U.S. Army Engineer District, Louisville  
Louisville, Kentucky

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**OPERATIONS PLAN 03-001 (Operation Forward Engineer - Training)**

**References:**

- a. CELRD OPORD 03-01 dated 29 January 2003
- b. HQUSACE OPORD 03-003 FFE Training, dated 25 November 2002
- c. HQUSACE (Michael J. Shama) email, SUBJECT: Field Force Engineering dated 30 October 2002.
- d. HQUSACE OPORD 02-04, Operation Keystone, dated 20 Feb 2002
- e. FM 101-5, Staff Organization and Operations, dated 31 May 1997
- f. EP 37-1-6, RM Functional Guide for Civil Emergency Programs, dated 2 July 2000.

**Time Zone Used Throughout the Plan: ZULU**

**Task Organization: (See Annex A)**

**1. SITUATION.**

- a. Enemy Forces. Not Used.
- b. Friendly Forces. Not Used.
- c. Attachments and detachments. For the purpose of this mission, Louisville District will serve as the “Supported Command” and assume the role of organizing, training and managing this mission for the LRD Commander. Therefore, IAW Reference “a” above all LRD individuals/ teams assigned to the FFE mission will be placed under the Operational Control of the Louisville District Commander. The date(s) of this action will be based on training and deployment assignments.
- d. Assumptions:
  - (1) LRD will be tasked to support contingency operations somewhere OCONUS.
  - (2) LRD will support contingency operations with both planning and execution expertise.
  - (3) Funding will be provided by HQUSACE to train ,equip and deploy the various elements of this Field Force Engineering Team.

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(4) All LRD Commanders will emphasize this mission is a priority even to the extent of sacrifice to normal district missions. Thereby, allowing volunteers the freedom to participate.

(5) "Reach back" support will be accomplished at Louisville District.

(6) All LRD Districts will become "Supporting Commands" and furnish personnel in support of this mission.

(7) While "Reach Back" support will be provided by LRL, once deployed, the team will be placed under Operational Control of the Theater Commander or a subordinate Command.

**2. MISSION.** Assume the role of 'Supported Command' and organize, train and prepare for deployment a Field Force Engineering Team with all its elements. Prepare to send team members to their respective training course NLT 1 Mar 2003 and have the entire team prepared to deploy on order to an assignment overseas. Provide all management and management support for this mission to include administrative and "Reach Back" support while the team is deployed.

### **3. EXECUTION.**

a. Commanders Intent. This mission is considered "**priority one**" for the Louisville District. All supervisors will support this mission by allowing all individuals wishing to volunteer regardless of workload or project. However, it is understood the District has customers that have priority needs as well. Therefore, where conflicts cannot be resolved by adjusting work schedules, personnel, etc. the matter is to be brought to the District Deputy for Project Management, through the respective chain of command, for resolution.

#### b. Concept of Operation.

(1) Concept. The Louisville District will assume Command and Control of this mission for the LRD Commander. A Field Force Engineering Team TDA will be developed in managed in the ENGLink automated system. All LRD districts will recruit for team members to fill the positions in the TDA. Some LRD District will be tasked to furnish entire team elements such as the FEST-A. All team members will be placed under the Operational Control of the Louisville District Commander. The respective district EOC will provide Recruiting and support. Taskers for specific vacancies in the TDA will be processed through the Division EOC who will in turn task specific LRD districts to fill.

(2) Team Configurations and Responsibilities. Field Force Engineering (FFE) is provided through deployed tactical engineer units and USACE personnel (both deployed and home station). The engineer commander maintains his/her flexibility and determines the mix of capabilities (i.e. troop, USACE civilian, and contractor) based on the tactical situation, time phased requirements, capabilities required/available, funding and force caps. The concept relies heavily on "Reach Back" capabilities through systems such as Tele-Engineering. There are seven elements associated with a full Field Force Engineering Team. These teams may or may not work completely as a unit once deployed, but will service a single Theater Commander and be supported by a single Command from

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home station. Technical standards, training, and management are the responsibility of the HQUSACE proponent. Teams may be tasked to support deliberate planning for CINCs/ASCCs in coordination with the deployed FEST-As. Teams may be activated for crisis action planning through the termination of operations – this may not be a continuous requirement. Teams will operate in a split-based environment. A division team will be required for each country where major US forces are deployed. Shown below are the various elements that comprise of the full FFE Team.

(a) Base Camp Development Team (BDT). The mission of the BDT is to provide installation-level master planning and facilities design expertise for intermediate staging bases (ISBs), base camps, forward operating bases (FOBs), and displaced personnel camps. The BDT is district-based team and is part of the “Reach Back” team. The objective of the for the BDT is to provide 30% design (sufficient for construction cost and time for either contractor or troop construction) and real estate requirements in 72 hours. Base development plans consider force protection, base site selection from geospatial information (in absence of on-the-ground engineer recon), climate natural hazards, and materials availability.

(b) Infrastructure Assessment Team (IAT). The mission of the IAT is to provide engineering infrastructure assessments for strategic/operational military deployments and civil-military operations for the area of operations. Provides regional infrastructure assessment and planning support to the BDT and deployed FESTs.

(c) Logistics Support Team (LST). The mission of the LST is to provide logistics support for USACE field force engineering. Specific missions include reception of deploying USACE personnel, arrangement for transportation and lodging, and provision of supplies for USACE operations. The LST deploys to the in-country reception area as an augmentation to the deploying USACE mission management team under the FEST-M commander. LST provides support for reception and FEST-M mission at the beginning of USACE deployments for incoming USACE personnel.

(d) Forward Engineer Support Team – Advanced (FEST-A). The FEST-A is a small USACE team that is organized to provide additional planning capability to combatant command and Army Service Component Command (ASCC) engineer staff or deploys in support of a Joint Task Force (JTF) with a limited execution capability. The FEST-A that deploys to the area of operation (AO) for execution support may include engineer, real estate, and contracting personnel to provide an initial assessment and engineer capability as well as an engineer planning support capability. When deployed with the JTF and/or the Army component staff engineer, the FEST-A members receive their taskings/guidance from that staff engineer but are part of the deployed FEST-M.

(e) Forward Engineer Support Team – Main (FEST-M). The FEST-M provides USACE sustained execution capability in the AO and generally supports a JTF or the land component of a JTF. The FEST-M Commander commands all USACE personnel in the AO. The FEST-M Commander provides LNO’s and planning cells within the AO, as required. A full FEST-M is a flexible, self-sustaining organization with a mission to provide USACE capabilities through forward presence and “Reach Back” for the following mission areas:

- Technical engineering expertise

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- Contract construction
- Real Estate acquisition and disposal
- Environmental engineering
- Geospatial engineering support

(f) Contingency Real Estate Team (CREST). The mission of the CREST is to acquire (leases, temporary easements, hold harmless agreements) real estate for use by US forces and document real estate condition prior to use by US forces. The CREST will dispose of real estate after use by US forces and provide temporary office space, bed down space, and other support facilities for USACE operations, as required. Real estate personnel are initial deployees to provide real estate for use by deploying US forces. The number of real estate teams deployed is dependent on the amount of real estate to be acquired.

### c. Tasks to subordinate units.

(1) District Deputy Commander. Assume the position of the FEST-M Commander and prepare to train and deploy with the team, as required. Coordination and taskings will be from the District EOC. On order, deploy and assume Command of the FEST assets assigned.

(2) The Louisville District Emergency Manager, working through the District EOC, will assume the lead and provide overall management and management support of the mission. This will include all C<sup>3</sup>I activities and coordination for the District Commander. Regular progress reports/briefings will be IAW CELRDR 500-1-3, EOC SOP. Direct coordination with other LRD districts is authorized, however, LRD retains tasking authority. Conduct and coordinate with supporting EOCs home station all POM activities for all team members.

(3) Chief, Information Management. Coordinate and assist deployed elements and the LRL EOC with all information management, automation, communications, and graphics support, as necessary. Give priority, coordinate and operate all SIPRNET and other secure communications as required to support this mission. This may involve detailing IM personnel to the District Crisis Action Team working in the EOC.

(4) Chief, Resource Management. As required, detail the RM CAT member to the EOC to support this mission. Provide additional support as necessary in coordination with the RM CAT member. Funds transfer and account management will be the same process as detailed in EP 37-1-6. Even though this EP is for civil emergencies, the process will be the same.

(5) Chief, Real Estate Division. Detail CREST members to the District EOC for team assignment. Recruit additional CREST members as necessary and be prepared to support the BDT and IAT in the District EOC.

(6) Chief, Logistics Office. Detail support personnel to the CAT to support mission in travel arrangements, passport arrangements and property control.

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(7) Chief, CPOC. Detail personnel to the CAT to oversee POM activities and other personnel issues. Coordinate through the EOC with the supporting district all personnel actions necessary to prepare the team to train and deploy. Develop a complete checklist of the activities and requirements necessary to support this operation. Further, begin activities to have a “Family Support” plan in place and ready to implement when the team is deployed.

(8) District Security Manager. The requirement is for all team members to have at least a “SECRET” clearance. However, given number of individuals that potentially will need a clearance, HQUSACE by letter dated 31 January 2003, has established procedures whereby, an individual with the documentation prepared for back ground investigation can be granted an interim clearance during the period he/she is overseas. However, the documentation must be submitted to the investigating authority before the individual deploys. If there is a derogatory element that is identified while the individual is deployed, the FEST Commander is to be notified and a decision will be made to either bring the back to home station or allow him or her to continue to work. In addition, oversee the development and operational security procedures of the SIPRNET and Tele-Engineering Rooms.

(9) Public Affairs. Begin developing a coordinated Public Affairs plan that will tell the Corps story on the mission yet maintain the appropriate level of operational security. Be prepared to respond to media inquiries associated with this mission. Coordinate questionable answers with the Security Manager to ensure operational security. Coordinate with the Supporting Districts and Division on all activities.

(9) All other LRL Division and Office Chiefs. Be prepared to augment the LRL EOC with personnel and other resources as directed. Canvas all personnel for volunteers to serve on the various FFE Teams.

### (d) Coordinating Instructions.

(1) Direct all questions or comments regarding this OPLAN to Chief, Emergency Manager Branch, Operations Division, Louisville District.

(2) U. S. Army Corps of Engineer employees serving on deployable FFE teams will formally agree to deploy for a period of 179 days when called upon.

(3) All LRD team members will complete the medical questionnaire in ENGLink and submit it to the HQ contractor doctors as stated in the instructions in ENGLink. District Emergency Manager will not approve the volunteer until he/she is medically cleared.

(4) Every effort is to be made to ensure all guidance and instructions concerning this operation in its entirety is published corporately. This includes individuals and team instructions. Therefore, all Supporting Commands should coordinate questions, comments and instructions concerning this operation through their respective EOC's to the LRL EOC. The LRL EOC will publish consolidated answers and further guidance, as necessary.

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(5) Supporting District Commanders will certify that each individual assigned to FFE Teams is prepared, deployable, and capable to accomplish assigned missions. Supporting Commands EOCs will furnish volunteer information to the LRL EOC by COB every Thursday.

(6) Commander's Critical Information Requirements. The following elements are to be reported to the Louisville District Commander on a weekly basis.

- Number of team positions filled.
- Number of vacancies
- Taskers (by organizational element)
  - Outstanding
  - Completed
- Equipment Status
  - Required
  - On hand
  - On order
- Personnel Status
  - Trained
  - Medical
  - Personal
  - Passports
- Training Schedule
- Funding Status
- Communication Capabilities

#### 4. SERVICE SUPPORT.

a. The team equipment, centrally procured by HQUSACE, will be sent to the LRL Commander to enter in the District Property Book and issued to the Emergency Manager's Hand Receipt. The equipment will be further hand receipted to the respective team leader/member during training and/or deployment. The District Emergency Manager will purchase additional equipment as necessary when funds are made available.

b. Funds for this mission will be managed and disbursed as required by the EOC.

#### 5. COMMAND & SIGNAL.

a. Command.

(1) IAW CELRD OPORD 03-03 the Louisville District Commander assumes command and control of this entire mission for the LRD Commander. The Louisville District EOC will act for and by the LRL Commander in all mission activities.

(2) All FFE Team members will be placed under Operational Control of the Louisville District Commander for the purpose of this mission. Deployment orders will be accomplished

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through the respective EOC. Once deployed to a theater of operations the team will be placed under the Operational Control of the Theater Commander or one of his/her subordinates.

b. Signal.

(1) ALL communications concerning this mission will be conducted through the respective EOCs. A weekly conference call with all LRD EOCs will be conducted at 1000 hours every Friday. Each supporting District EOC should have a representative on the call. Conference center number is 877-779-5581 with the Participant Code of 205484.

(2) The ENGLink automation package will be used to transmit all taskers, SITREPs, personnel actions, etc.

(3) Secure communications will be accomplished via STU III or STE phones, SIPRNET.

(4) Tele-Engineering will be used to its fullest for this mission.

ACKNOWLEDGE:

ROWLETTE  
COL

OFFICIAL:

/s/

RICHARD J. FAGAN  
Deputy Commander

Annexes:

Annex A: Task Organizations

Annex B: Team Structures

Annex C: Team Equipment & Supplies