The U.S. Army Corps Of Engineers
Logistics

A Brief History of Logistics and the U.S. Army Corps of Engineers

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Quartermaster experience within the U.S. Army Corps of Engineers Civil War Era:

Col. Montgomery C. Meigs expressed his frustration of the supply support receive during wartime to Secretary of State William H. Seward. In May 1861, Col. Meigs was promoted to Quartermaster General. General Meigs is known as the "Father of Quartermaster", due to the quartermaster processes and strategies he established. General Meigs along with Brig. General Roeliff Brinkerhoff, wrote The Volunteer Quartermaster, which was the codification of the laws, regulations, rules, and practiced of all quartermaster officers and employees. General Meigs efficiency of supply management, ensured the Union sustainment of supplies as they continued deep into Confederate territory. To date, the COE and Quartermaster Corps still abide by the foundation of these laws put in place, even though the processes have changed over time. General Meigs promotion into the Quartermaster Corps and his affiliation and commitment to the Corps of Engineers identifies the importance and complexity of logistics throughout the Army and Corps of Engineers.

History of Corps of Engineers Logistics 1917-1939:

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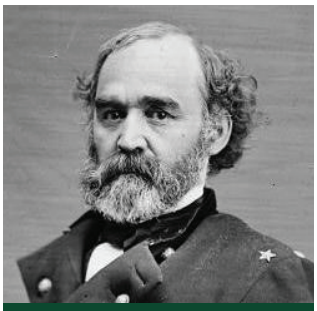
Rhine Engineer Depot in Germany 1951-1956

This equipment in which was maintained by the General Engineer Depot was in support of the field engineer operations, engineer troops, seacoast defense, and special organizations. In April 1917 through May 1918, the Corps of Engineers initially procured, stored and issued basic items needed to sustain specialized technical areas. After May 1918, the COE focused on procuring specialized equipment in support of the engineer mission. The Army's transition from War to Peacetime operations began in November 1918 and lasted until June 1920. This transition generated concerns for COE in regards to supply functions related to contract termination or adjustment, evaluation of real estate and/or disposal, reversal of embarkation, and sale of war equipment and supplies. In 1920 decentralization of procurement reduced supply functions greatly which forced Congress to amend the National Defense Act of 1916. The amendment enabled the restructure of the General Staff and the creation of the new Supply Division. During the transition, the Chief of Engineers was charged with procurement, storage, and issue of engineer equipment and supplies.


Portrait of Col. Montgomery Cunningham Meigs Sr. 1816-1892

A revision of Army Regulation 100-5 in 1923 identified that the Chief of Engineers assume responsibility of all supply functions and procurement of all supplies that they stored and issued, regardless of whether they were common to two or more branches during peacetime and in war. The supply system had evolved several times during the years of 1903-1939 due to conflict over leadership control, as well as, duplication and overlapping functions that reduced the ability to support the front line *(The War Department from Root to Marshall, http://www.history.army.mil/books/root/chapter1.htm)*.

After World War II

Starting in the late 1940's after World War II, the War Department started preparing to realign and reduce its footprint. One of the decisions was to realign some engineer depots and close others. Some Engineer depots that were maintained by the Corps were reassigned to the Quartermaster Corps, meaning the Corps of Engineers mission was no longer to provide supply/logistical support within itself. All supply and services, transportation, and POL functions would fall solely under the oversight and management of the US Quartermaster Corps.


Bulldozers at the Engineer Depot, Thatcham, England in preparation for the D-Day invasion, 6 June 1944

Sustainment of Engineer Depots Overseas 1943-1944:

During the invasion of Germany, the Corps of Engineers had to sustain Engineer Depots throughout Europe. With much adversity, the COE faced multiple problems with establishing and maintaining the validity of the supply system. The Supply of Services Division in Washington, D.C., worked effortlessly to identify growing concerns and streamline the supply process to ensure engineers received equipment in a timely manner. One major problem that plagued the Corps was shortages of echelon spare parts due to poor procurement procedures. The supply system was aggravated by too few short lived parts and too many long lived parts made to British specifications for US made equipment. January 1943, the European Theater of Operation US Army (ETOUSA), maintained one engineer supply depot, which was split into three to process engineer supplies for units within the United Kingdom. Due to obstacles within the supply pipeline, operational control of engineer depots in Europe were transferred from the Services of Supply Division to ETOUSA in February 1943.

This exchange of responsibility removed supply process limitations placed by SOS Division and allowed more operational control of CL II and IV items within theater. Operational improvement was noticed within weeks, as ETOUSA split the engineer depot into three types of stock

The Rhine Engineer Depot was established under the authority of General Order Number 2, Engineer Division, Headquarters EUCOM, dated 23 April 1951.

supply depots. Reserve depots stocked an assortment of items in large quantities for overseas use. Key depots stored and issued selected items for specific purposes. Distribution depots stored and issued all types of supplies and equipment. Engineers maintaining engineer depots fell into two categories, engineer depot operating units and quartermaster labor known as "touch labor."

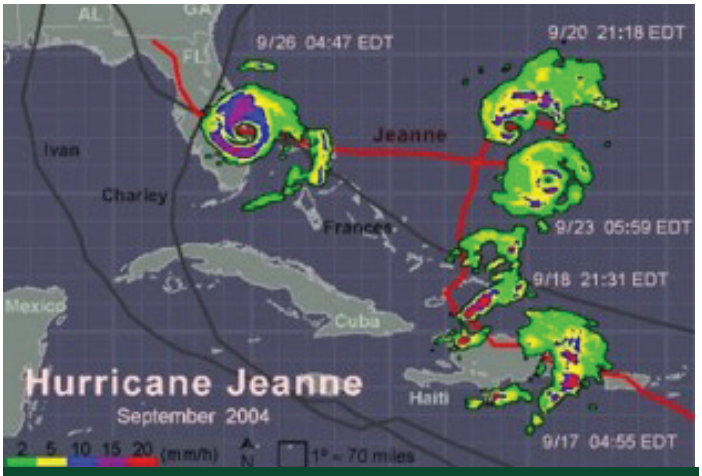
In June 1943, the SOS acknowledged the problems within the supply system overseas and created the 752d Engineer Parts Supply Company, to operate and maintain the engineer spare parts depot in Ashchurch, England. Other issues that plagued the COE supply system was items being shipped were poorly marked, untrained personnel, and/or a poor procurement system, just to list a few.

War Theater in England U.S. Army 22 Ton Crane.

By September 1943, there was a tremendous shortage of depot personnel however, at this time COE was managing seven depots, soon to be eight with only five depot companies. The difference between engineer depot operations in the US versus overseas, was civilians operated US engineer depots. Many engineer officers and enlisted did not gain any depot experience prior to arriving overseas. The shortage of depot personnel, especially crane operators, riggers, and trained clerical staff hindered engineer depot operations through 1943 well into 1944. However, through all adversities and circumstances, the Engineer Supply Depots provided the soldiers and civilians of the Corps of Engineers exceptional logistics/supply support.

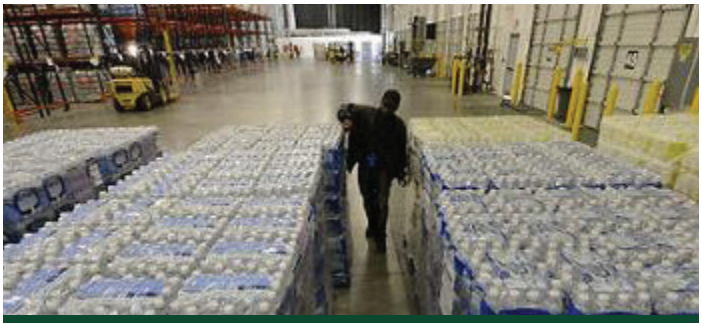
DISASTER RELIEF

September 5-25, 2004 Eastern coastal United States experienced an unusual metrological event of three hurricanes developing within weeks of each other. Hurricane Jeanne, Frances, and Ivan, slammed into the Florida coast line leaving tremendous damage in the amount of $35.97B. The US Army Corps of Engineers Logisticians ensured residents received 25.5 million pounds of ice and 24.4M gallons of water utilizing Log Planning and establishing contracts.



Trajectory of Hurricane Jeanne between September 17 and 26, 2004.

August 23, 2005 Hurricane Katrina a Category 3 storm brought tremendous destruction to the coastal United States causing $108 billion damage. In all, the storm forced over 80% of New Orleans to evacuate, killed nearly 2,000 people and affected nearly 90,000 square miles of the United States. USACE Logistics was instrumental in coordinating and providing support to personnel affected by the storm by proving 6.7 million liters of water, 1.7 million pounds of ice, and 1.9 million meals ready to eat (MREs).



Water Storage Facility in Support of Hurricane Katrina

October 29, 2012 during the 2012 Atlantic hurricane season, one of the most deadliest and destructive hurricanes emerged unofficially known as "Superstorm Sandy." At least 233 people were killed along Sandy's path in eight countries totaling an estimate of $75 billion in damage. The hurricane's surge hit multiple coastal cities, causing flooding streets, tunnels, and subway lines and cutting

Destroyed homes left in the wake of superstorm Sandy causing $65 billion in damage in the U.S.

power. As a result, the Corps along with its partners began to dewater approximately 475 million gallons of salt water in flooded streets, subways, and vehicular tunnels using more than 150 pumps, and installed more than 200 generators to critical facilities including hospitals and police stations, removed hurricane debris; refurbished 115 transitional housing units; provided more than 9 million liters of bottled water; and assisted the U.S. Coast Guard in returning affected ports to operation.

Satellite photo of Hurricane Sandy at peak intensity on October 25, 2012.

Engineers working on the generators during Hurricane Sandy Disaster Relief Response

The Logistics Plans and Operations Division (LPOD) activated the Logistics Operation Center (LOC), to provide 24/7 coverage for all logistical requirements. The LOC was able to deploy 94 ULA responders consisting of Logistics Planning and Response Teams that were able to support the accountability, movement, and traceability of pumps and generators. LRPTs and SMEs continued the full scale tracking, accountability and movement of generators and pumps across the response area of operations. Also, the Transportation Division supported Civil Emergency-Hurricane Sandy by providing employees for freight shipment support and recovery efforts.

Pumps utilized for dewatering operations in flooded areas caused by Hurricane Sandy.

U.S. Army Corps of Engineers Logistics Agency (ULA) in Millington, TN

USACE High Performance Organization

In 2004, the National Defense Authorization Act required the Secretary of Defense establish a pilot program to designate a High-Performance Organization (HPO) to provide more effective and efficient logistical operations defined by clear standards, lines of authority, and accountability. On February 16, 2006, the US Army Corps of Engineers Logistics was identified as an organization to enter into the pilot program. Identification of all areas of responsibilities and resources were identified for the HPO.

The HPO designation was completed in 2014. In 2012, USACE Logistics Activity (ULA) had 401 authorizations were they sustained Logistics Organizations that were comprised of Regional Logistics Managers (RLM) and District Logistics Managers (DLM). The HPO functional proponent and mission fell under the oversight of the Director of Logistics located at Headquarters in Washington, D.C. The ULA was stood up on September 17, 2006 and located in Millington, Tennessee.

USACE Logistics Activity (ULA)

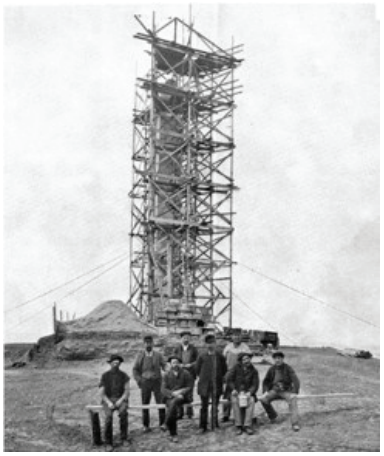
As a partner of the DOL, the ULA provides timely management services to USACE. It supports the USACE operational logistics management mission by providing consolidated supply, transportation, maintenance, and facility services tailored to the needs of commands. ULA have logistician's assigned in every USACE Region, Division/Centers, and District/Labs commands to ensure effective and efficient support is provided without delay. It also provides planning and support to the Engineering Research and Development Center to ensure the missions are executed successfully. The ULA also conducts research for problem areas and coordinates resolutions with proponent agencies. In 2015, ULA was exceptional with the services it rendered. The FY15 Operational Support budget was $34.9 million in which ULA was able to execute a 98.6% of the FY budget for their operations. Today, the ULA continues to demonstrate its value and meets its mission requirements in support of USACE. The ULA has been instrumental in providing support to USACE with all missions throughout the United States and internationally.

Today, the DOL has embarked on a journey that will creating an Enterprise approach to Logistics across the Corps. ULE will collaboratively measure the current business processes, capabilities, organizations, and resources within USACE and follow-up with a massive effort to leverage all Logistics ensure the best service possible. Moreover, the ULE will enhance the value of Logistics, and its positive impact on the stakeholder's requirements in an environment characterized by increased demand for services and a diminishing level of resources. The establishment, development, and execution of ULE will enable a strategic alignment of Logistics within the USACE Campaign Plan, Department of Defense, U.S. Army, and Defense Logistics Agency (DLA) as an enterprise solution. In 2016, USACE has developed a USACE Logistics Strategic Plan in order to realize an enterprise solution which pursues four goals; deliver Common Logistics Services, save money for USACE operations, create and execute an Enterprise capability, and Build for the Future. Also, it seeks thirteen objectives that must be aligned with four distinct lines of effort: people, parts, processes, and property. The Logistics Enterprise defines success following consistent level of execution of logistics operations resulting in an increased effectiveness and efficiency across the Corps.

NOTABLE DATES AND PROJECTS ENABLED PARTLY BY LOGISTICS

National Road 1838

Also known as the Cumberland Rd., was the first great turnpike to run across the Appalachian Mountain, which helped draw the young United States closer together.

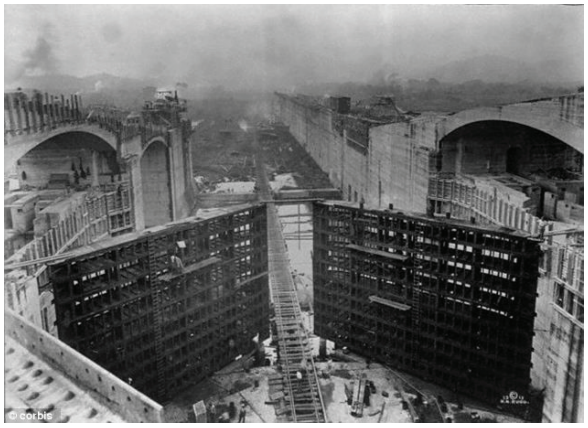


Washington Monument 1884

The Washington Monument, completed by USACE, honors and memorializes George Washington at the center of the nation's capital.

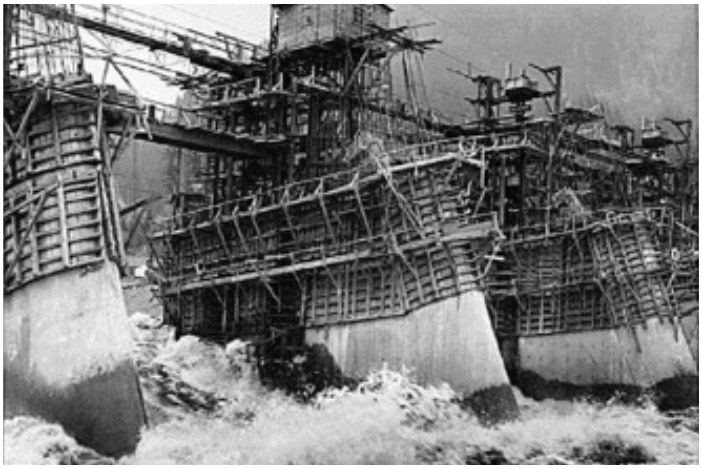
Panama Canal 1914

Army Officer Maj. George W. Goethals of USACE along with several talented engineer officers were able to complete the canal in 1914 shortening distance travelled by ships.



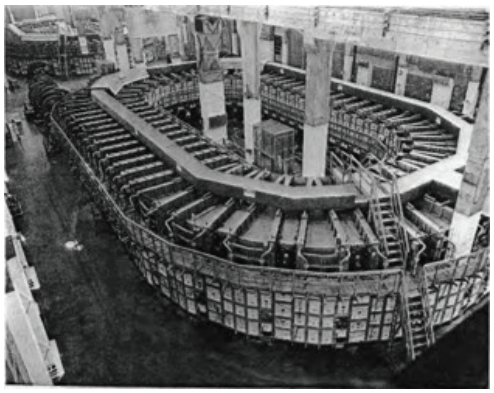
Bonneville Dam 1938

Improved navigation on Columbia River and provided hydro-power to the Pacific Northwest.



Manhattan Project 1942-1946

The Manhattan District was meant to appear to outsiders as simply another COE district, but was actually to hide the development of the atomic bomb in WWII.



NASA - Manned Spacecraft Center and Kennedy Space Center (KSC) 1961

NASA approached USACE for design and construction assistance of the KSC on the east coast of Florida. The responsibility was passed from Jacksonville District to the Canaveral District in 1963.

Tennessee-Tombigbee-Waterway 1984

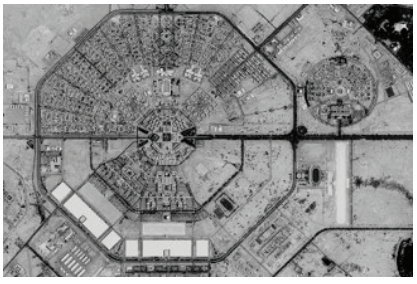
Located in Northeast Mississippi and West Central Alabama, it serves as an alternate route to the Gulf of Mexico. Now, more than 3 million people enjoy this revolutionary idea providing outdoor recreational opportunities, aiding navigation, and enhancing wildlife habitat

Cross Florida Barge Canal 1996

In 1935, the COE was authorized to construct the "Florida Sea Level Canal" but plans were abandoned. Then, the COE issued a project report "The Cross-Florida Barge Canal" which was presented as a WWII defense measure.

King Khalid Military City (KKMC) 1973-1987

In the mid 1960s, Saudi Arabia requested the Corps' expertise on the construction of a Saudi military infrastructure. By 1973, the Saudi program initiated the KKMC, a massive base designed to house more than 70,000 personnel at a cost of $8.5 billion.



Today, Logistics manages USACE facilities like the Waterfield Building, the Norfolk District Headquarters.

Logistics Offices at the District headquarters stretch to ensure maintenance of historic sites like this one at Ft. Norfolk.

Every year thousands of sandbags and flood fighting equipment are shipped and received. This photo shows a shipment departing Fort Worth to support a flood fight in the Galveston District in 2015.

Overview

Engineers build a Bailey bridge across the Naktong River at Waegwan, 1 Oct. 1950

The United Sates Army has been assigning Engineers for the creation and development of infrastructure and innovation for the operation of our society since its establishment in 1775. U.S. President George Washington appointed the first Chief of Engineer COL. Richard Gridley during the American Revolution. Since that time, the Corps of Engineers and its individual members have been essential in the growth and expansion of our Nation. Over the course of history, the Corps of Engineers was involved in multiple military missions and civil works project which secured our countries welfare and growth of our foundation. Planning, organizing, and managing certain activities were only a portion of the job, which led to the establishment of Logistics.

Although, this term is relatively new, used to describe a very old practice. Providing the right type of products and/or services at the right price, place, time and in the right condition, it transformed the way of providing services related to supply and distribution of resources. Prior to World War I and II, Logistics was an important part in the acquisition, distribution, maintenance, and operations in the Army. By the end of World War II (1939-1945), Logistics evolved significantly, and the Corps of Engineers recognized the importance of it as an art and science.

In the 20th century, the Logistics role in civil works and military missions regarding supply, maintenance, transportation, aviation, facility management, integrated logistics support has added an exceptional value to the Corps. The Logistics support during peacetime/wartime, humanitarian operations, contingency planning and response, and disaster relief has reinforced the strength of the Corps. USACE Logistics consists of two elements: the Directorate of Logistics (DOL) established in 1986 and USACE Logistics Activity established in 2006 headquartered in Millington, TN. USACE has 241 years of experience in national wars and statutory assignments with civil works projects for the construction of dams, levees, buildings, bridges, recreational parks, monuments, flood risk and navigation programs focusing on the safety and security of our countries infrastructure.

On the Cover:

Top Left: Engineer Sustainment Camp, "The Regiment supports the Army" in the Vietnam Era.

Top Right: USACE Engineers add value to the whole of government.

Middle: Logistics Supply Chains and Distribution Networks are logistics responses to natural disasters. USACE Logisticians work with national responders to support the nation.

Bottom: Engineer convoys move materials wherever needed.

For More Information:
U.S. Army Corps of Engineers
Logistics Headquarters
411 G Street NW, Washington, DC
www.usace.army.mil/logistics

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