ATP 4-93

Theater Sustainment Operations

MAY 2023

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Headquarters, Department of the Army

Foreword

Peer threats are using emerging technologies with their analysis of military doctrine and operations that deploy capabilities to challenge the United States and its allies through multiple domains—space, cyber, air, sea, and land. We face the military problem of defeating enemy stand-off capabilities across multiple domains while maintaining the synchronization and integration of diverse Army elements during operations.

Doctrine must evolve to meet the changing operational environment and address the challenges presented by enemy capabilities across all domains through innovative sustainment solutions that deliver the ability to prevail and win. To do this, sustainment must be continuously integrated across all echelons to deter adversary actions and prevail as we compete in operations short of armed conflict. During large-scale combat operations, sustainers must provide a reliable, agile, and responsive sustainment capability that enables rapid power projection to execute and support multidomain operations and independent maneuver from the strategic support area to the deep maneuver area.

This manual's publication marks an important transition within sustainment doctrine. As we change how we fight, doctrine simultaneously evolves to support that fight. This publication shifts the discussion from describing organizations and specific unit types to a holistic discussion of how to sustain at the theater echelon. This manual and its partner volumes, ATP 4-91, *Division Sustainment Operations*, and ATP 4-92, *Field Army and Corps Sustainment Operations* reflect the growing importance of communicating, synchronizing, and coordinating the four sustainment functions of logistics, personnel services, financial management, and health service support across all warfighting functions. Additionally, because of sustainment's intricate connection to operations, these manuals deliberately complement corresponding operational manuals currently being developed by the Mission Command Center of Excellence.

Updating doctrine is necessary, but our successes or failures depend primarily on our ability to provide Soldiers with the rugged, realistic training designed around multidomain operations. The tactics, techniques, and procedures within this manual will aid in shaping tasks, conditions, and standards that help sustainment organizations design a sustainable training program for units and build a fighting force capable of supporting and winning future wars.



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COMMANDING

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Theater Sustainment Operations

Contents

Page

PREFACE iii
INTRODUCTION v

Chapter 1 THEATER ARMY 1-1
Theater Army Overview 1-1
Authorities and Responsibilities 1-8
Theater Army Roles and Responsibilities 1-10
Strategic Support Area 1-15
Strategic Enablers 1-16

Chapter 2 SUSTAINMENT COMMANDS 2-1
Theater Sustainment Command 2-1
TSC Task Organization 2-10
TSC Centers and Staff Augmentation Elements 2-14
Theater Augmentation Brigades and Groups 2-16

Chapter 3 THEATER SUSTAINMENT OPERATIONS 3-1
Sustainment Tasks Across the Competition Continuum 3-1
Operational Environment Development 3-1
Theater Opening 3-9
Theater Distribution Operations 3-10
Support to Army Operations 3-17
Theater Closing 3-23

Chapter 4 THEATER DISTRIBUTION MANAGEMENT OPERATIONS 4-1
Distribution Management 4-1
Distribution Management Center Staff 4-4
Additional DMC Staff Sections 4-25
Coordinating Organizations 4-30

Chapter 5 COMMAND AND CONTROL 5-1
Overview 5-1
Command Post 5-4
Command Post Operations 5-9
Command Post Organization 5-13

Appendix A SUSTAINMENT PREPARATION OF THE OPERERATIONAL ENVIRONMENT .. A-1

Appendix B NON-UNIT RELATED PERSONNEL REPLACEMENT OPERATIONS B-1

GLOSSARY Glossary-1

REFERENCES References-1

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

INDEX Index-1

Figures

Figure 1-1. Geographic areas of responsibility 1-2
Figure 2-1. Theater sustainment command staff with additional staff capabilities 2-3
Figure 2-2. Assistant chief of staff, operations 2-6
Figure 2-3. Notional employed theater sustainment command 2-11
Figure 2-4. Expeditionary sustainment command 2-12
Figure 2-5. Notional task-organized transportation brigade (expeditionary) 2-17
Figure 2-6. Notional task organized quartermaster (petroleum and water) group 2-18
Figure 2-7. Notional task organized explosive ordnance disposal group 2-19
Figure 3-1. Operational-level sustainment tasks 3-1
Figure 3-2. Operational contract support functional areas 3-7
Figure 3-3. Operational areas within a theater 3-9
Figure 3-4. The global distribution network 3-11
Figure 4-1. Distribution management process flowchart 4-2
Figure 4-2. Strategic providers to theater Army distribution 4-3
Figure 4-3. Theater sustainment command distribution management center 4-4
Figure 4-4. Collaboration between the S-3 or G-3 and support operations 4-6
Figure 4-5. Components of the distribution management process 4-7
Figure 4-6. Operational contract support functions 4-27
Figure 4-7. Theater personnel operations center 4-31
Figure 4-8. Finance support center 4-32
Figure 4-9. Medical logistics management center task organization 4-33
Figure 5-1. Notional theater sustainment command early-entry command post 5-4
Figure 5-2. Functional and integrating cells 5-14
Figure 5-3. Plans cells and planning horizons 5-17
Figure A-1. Sustainment preparation of the operational environment process overview A-1
Figure A-2. Define the operational environment A-2
Figure A-3. Describe how the operational environment impacts operations A-3
Figure A-4. Evaluate resources available A-4
Figure B-1. Notional non-unit related personnel replacements operations framework B-1

Tables

Introductory table, new, modified, and rescinded terms v
Table 1-1. Theater Army role, functions, and tasks 1-11

Preface

ATP 4-93 provides sustainment doctrine at the theater echelon. To fully comprehend the information presented, the reader requires a basic understanding of the organization, roles, functions, and responsibilities of the theater Army as nested within the doctrinal framework provided in ATP 3-93, FM 3-94, and FM 4-0. This publication provides doctrinal guidance for theater sustainment operations in support of multidomain operations. ATP 4-93 provides techniques for leaders to plan, prepare, execute, and assess sustainment operations at the theater echelon. It describes the sustainment roles and responsibilities that enable the combatant commander to set the theater; synchronize commodities and services; execute Title 10 sustainment support; execute coalition and multinational support; conduct theater distribution and theater opening operations; manage prepositioned stocks; and coordinate early-entry Class III bulk fuel distribution. Sources for information include FM 1-0, FM 3-0, FM 4-0, ATP 3-93, ATP 4-13, ATP 4-42, and ATP 4-43.

The principal audience for ATP 4-93 is theater Army commanders and staffs, all Army Soldiers and Civilians who provide sustainment support, and those members of the Army profession who depend on and receive that support. Sustainment commanders and staffs of Army headquarters should also refer to applicable joint and multinational doctrine concerning support to joint and multinational forces. Trainers and educators throughout the Army will also use this publication as the foundation for training and education.

Commanders, staffs, and subordinates must ensure that their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels will ensure that their Soldiers operate in accordance with the law of armed conflict and the rules of engagement. (See FM 6-27/MCTP 11-10C).

ATP 4-93 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-93 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 4-93 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 4-93 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise noted.

The proponent of ATP 4-93 is the United States Army Combined Arms Support Command. The preparing agency is the G-3/5/7 Doctrine Division, United States Army Combined Arms Support Command. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TDID (ATP 4-93), 2221 Adams Ave, Building 5020, Fort Gregg-Adams, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.lee.tradoc.mbx.lee-cascom-doctrine@army.mil.

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Introduction

ATP 4-93 provides sustainment doctrine at the theater echelon. It nests within the doctrinal sustainment framework provided in FM 4-0, FM 3-94, and ATP 3-93. This publication provides doctrinal guidance for theater-level sustainment operations in support of multidomain operations and provides leaders with techniques to plan, prepare, execute, and assess sustainment operations at the theater echelon. It describes the sustainment roles and responsibilities to assist the combatant commander to set the theater, synchronize commodities and services, execute Title 10 sustainment support, execute coalition and multinational support, conduct theater opening and theater distribution operations, manage pre-positioned stocks, and coordinate early-entry class III bulk fuel distribution. Sources for information include FM 1-0, FM 3-0, FM 4-0, ATP 3-93, ATP 4-13, ATP 4-42, and ATP 4-43.

This publication focuses on the theater echelon and sustainment operations conducted at the theater level. It provides an overview of the roles, organization, and functions of the theater Army headquarters and its operational and administrative responsibilities as the Army Service component command relating to sustainment. See ATP 3-93 for more information on the theater Army.

ATP 4-93 also provides information focusing on the roles, organization, capabilities, and functions of the theater sustainment command (TSC), expeditionary sustainment command (ESC), other strategic partners, and Army sustainment organizations. The TSC, ESC, strategic partners, and other organizations are assigned or attached to the theater Army to enable performance of its roles and functions.

ATP 4-93 contains five chapters and two appendixes:

Chapter 1 briefly reviews the theater Army's three roles, organization, functions, and capabilities along with strategic enablers that interface with the theater Army.

Chapter 2 describes the roles, organization, capabilities, and functions of the TSC, ESC, and other Army sustainment organizations at the theater echelon who typically support sustainment operations at the theater level.

Chapter 3 provides information on sustainment operations at the theater echelon: theater opening operations, distribution operations, and sustainment operations (transportation, supply, maintenance, human resources, and financial management operations).

Chapter 4 discusses theater distribution management operations and theater staff functions and organizations that support distribution operations. Chapter 4 describes the three distribution processes of transportation management, materiel management, and distribution integration, and explains how these processes link to synchronize and optimize distribution. The latter portions of the chapter cover additional staff sections outside of the distribution management processes and organizations with whom the distribution management center, staff coordinates.

Chapter 5 introduces the command and control warfighting function, the TSC command post and its operations and organizational structure, and describes planning cells and planning horizons.

Appendix A describes the tactical sustainment steps and procedures during the military decision-making process.

Appendix B describes the theater Army non-unit related personnel replacement system.

Introductory table, new, modified, and rescinded terms

Term	*Action*
alternate supply route	ATP 4-93 becomes the proponent publication.
retrograde of materiel	ATP 4-93 becomes the proponent publication.

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Chapter 1
Theater Army

Chapter 1 provides an overview of the theater Army, its command post, authorities, roles, and functions as the Army Service component command to a geographic combatant commander. Chapter 1 also introduces strategic enablers that support theater sustainment organizations who provide general support to unified action partners across the area of responsibility.

THEATER ARMY OVERVIEW

1-1. The role of the theater Army is as the Army Service component command (ASCC) to a geographic combatant commander (GCC) and is the senior Army headquarters in a theater. The common structure of all theater Army headquarters to accomplish its roles and functions is organized with three organic components; The main command post (MCP), contingency command post (CCP), and headquarters and headquarters battalion assigned to the combatant command (CCMD).

Theater Army

- Serves as the ASCC to a CCDR.
- Provides administration and support to all Army forces assigned, attached, or under operational control of the CCDR.
- Sets and maintains the theater.
- Executes CCDR's daily operational requirements as one of seven theater functions.
- Performs joint roles in a limited scope, scale, and duration.

1-2. The theater Army serves as the combatant commander's (CCDR) single point of contact for preparing support estimates and outlining the responsibilities and requirements for maintaining access to and setting the theater where a United States (U.S.) military presence is forward stationed or deployed. See FM 4-0, ATP 3-93, and JP 3-31 for further details.

1-3. The theater Army maintains an area of responsibility (AOR)-wide focus, providing general support to unified action partners across the AOR in distribution, recovery, and re-distribution of supplies and equipment in various joint operations areas (JOA) based upon the CCDR's priority of support. To successfully support the AOR, theater Armies are tailored to meet the unique theater operational environment (OE), tempo, and resources available to the CCDR. All Army forces in the AOR are under operational control (OPCON) of the theater Army, receiving operational and administrative support unless and until the CCDR places them under a joint force commander (JFC). In some cases, the Department of the Army (DA) may organize some Army forces in the AOR outside of the CCMD construct. Although each theater Army is unique in its structure, they all share common responsibilities including—

- Provide Title 10, United States Code (USC) administrative control (ADCON) of Army forces.
- Conduct theater security cooperation.
- Assess and develop infrastructure.
- Develop concept plans (CONPLANs) and operation plans (OPLANs).

1-4. The theater Army employs operational warfighting capabilities to defeat adversary aggression in competition below armed conflict. It provides a credible deterrence to aggression and creates protected operational positions of advantage during the competition and conflict phases. Capabilities include air defense artillery, ballistic missile defense assets and facilities, information advantage activities, hardened command and control (C2), and Army pre-positioned stocks (APS).

1-5. In competition, the theater Army sets the conditions across the theater to manage the theater and execute sustainment operations. In conflict, it directly influences operations in support of the CCDR. It

employs the theater sustainment command (TSC) and expeditionary sustainment command (ESC) to execute sustainment support to forces in the AOR.

1-6. Together, the theater Army, corps, and divisions give CCDRs a menu of options necessary for employing land power in an interdependent joint force within the geographic AORs assigned through the unified command plan. Figure 1-1 below displays the various geographic AORs.

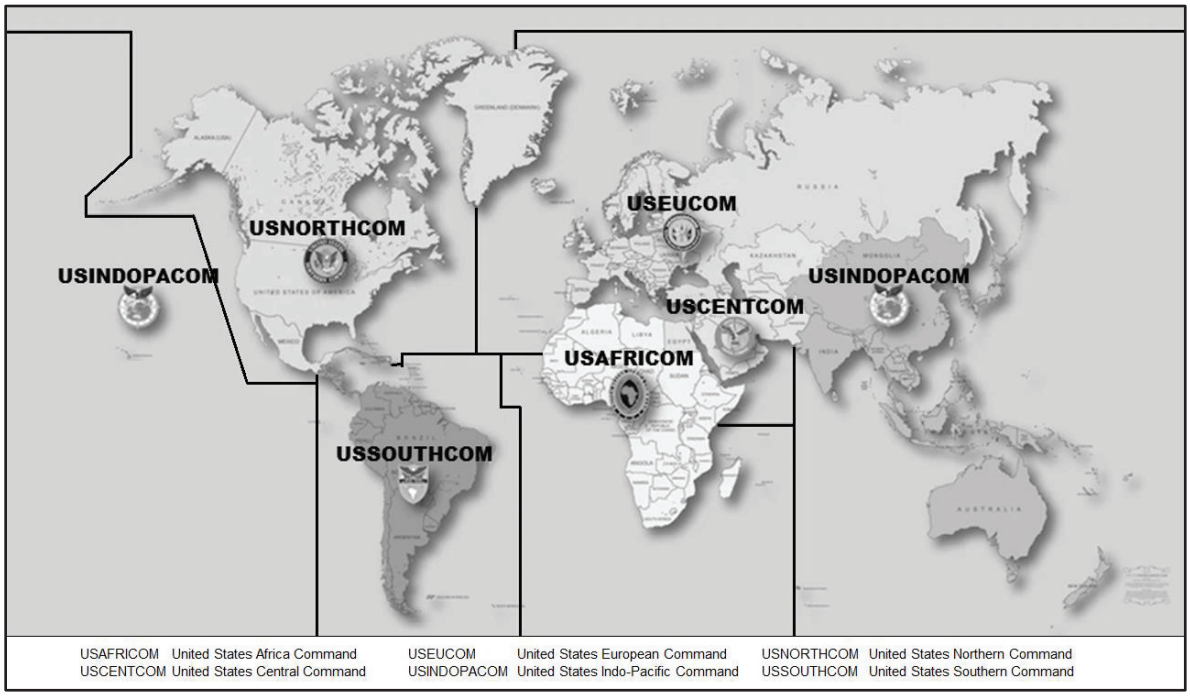


Figure 1-1. Geographic areas of responsibility

Assistant Chief of Staff, G-1/Adjutant General

1-7. The assistant chief of staff, personnel (G-1)/adjutant general (AG) is the principal staff officer for all matters concerning human resources (HR) support (military and civilian). The G-1/AG's primary function is to plan and prioritize HR support to maximize the readiness and operational capabilities of forces within the theater. Specific responsibilities of the G-1/AG center around the HR core competencies of manning the force to build and sustain combat power and providing HR services that include essential personnel services; postal operations; morale, welfare, and recreation operations; and Army band operations.

1-8. The G-1/AG is responsible for managing the personnel readiness of the command. As a member of the staff, the G-1/AG participates in the theater Army commander's operations process and develops the personnel support portion of Annex F (Sustainment) to the OPLAN and operation order (OPORD). The G-1/AG also develops casualty operations plans and policies for theater, provides oversight for theater casualty reporting, and is responsible for establishing the theater casualty information center as part of theater opening operations with the theater Army human resources operations center (HROC). Refer to FM 1-0 for additional responsibilities of the theater Army G-1/AG.

Theater Army Human Resources Operations Center

1-9. The theater Army-assigned HROC receives technical and operational guidance from the theater Army G-1/AG. The HROC augments the G-1/AG and is responsible for planning, coordinating, and synchronizing theater HR operations. However, if the mission dictates, it can be attached to a field Army G-1/AG to support mission execution. The HROC plans, coordinates, integrates, and synchronizes theater-level casualty reporting, manages the hierarchy of the deployed database, assists with replacement planning and prioritization and strength management, and provides additional planning capacity and oversight. It

establishes the casualty information center and oversees casualty reporting and policies developed by the G-1/AG. The HROC provides additional personnel asset visibility and coordinates with the theater personnel operations center (TPOC) personnel accountability and systems division regarding deployed database hierarchy management. It supports the G-1/AG in accomplishing personnel readiness, information management, and accountability and strength reporting for the theater. It synchronizes, integrates, and coordinates with the TSC TPOC (formerly human resources sustainment center) for concept of operation execution.

1-10. During OPLAN development, the HROC coordinates with the surgeon to validate casualty estimates (to include subordinate corps and division estimates) for theater Army approval. The HROC conducts replacement planning and coordinates prioritization for replacements with lower echelon units in accordance with theater Army priorities to meet the commanders' intent. It assists the theater Army G-1/AG and Human Resources Command (HRC) in the development of replacement plans as required and in accordance with Army manning guidance. The HROC typically consists of a headquarters, a plans and policy division, and a casualty division. The HROC is assigned to the theater Army headquarters and headquarters battalion, but when appropriate, to a field army headquarters and headquarters company.

1-11. It requires uninterrupted voice, non-classified internet protocol router network, and SECRET internet protocol router network connectivity to communicate within the G-1/AG and with supported and supporting organizations. The HROC requires access to HR systems fielded in the area of operations (AO). It is dependent upon the theater Army headquarters and headquarters battalion or field army headquarters and headquarters company for religious, legal, health service support (HSS), finance, signal, field feeding, logistics, supplemental transportation support, communications, and personnel and administrative services. Refer to FM 1-0 for specific responsibilities of the theater Army HROC.

HROC (Theater Casualty Information Center)

1-12. The theater Army HROC establishes the casualty information center and manages casualty reporting within the theater of operations in accordance with policies established by the theater Army G-1/AG. The theater casualty information center is the focal point for casualty report processing and serves as the point of contact for all casualty reporting actions by establishing a direct link to HRC, Casualty and Mortuary Affairs Operations Division. In coordination with the theater Army G-1/AG, the theater casualty information center serves as the repository for casualty reports, tracks locations of the AOR medical facilities, and performs all necessary communication and coordination with hospitals, mortuary affairs company headquarters, supported units, and subordinate headquarters to perform casualty reporting operations. Refer to FM 1-0 for specific responsibilities of the theater casualty information center.

Assistant Chief of Staff, G-4/Logistics

1-13. The assistant chief of staff, logistics (G-4) is the principal staff officer for sustainment plans and operations, supply and field services, maintenance, transportation, and operational contract support (OCS). The G-4 along with staff assesses the logistic requirements for the theater and in coordination with the TSC assistant chief of staff, G-4/logistics, develops the theater concept of support. Based on sustainment requirements from those assessments, the staff then coordinates the overall logistic effort.

1-14. For the TSC, who is responsible for supporting theater Army deployment and sustainment requirements (less health service support) has the challenge to ensure that theater support and external contract support (primarily Logistics Civil Augmentation Program [LOGCAP]-related support) actions are properly incorporated and synchronized with the overall theater concept of support. The G-4, in coordination with the TSC or ESC support operations (SPO) officer, prepares Annex F (Sustainment), Annex P (Host-Nation Support), and Annex W (Operational Contract Support). G-4 staff will identify needed interagency and intra-agency support and facilitate development of memoranda of agreement or understanding (as applicable) in order to unify and integrate theater sustainment. For example, the G-4 staff would coordinate with the engineer to identify main supply routes and logistics support areas and recommend them to the assistant chief of staff, operations (G-3), while coordinating with the TSC and ESCs for supportability. For further information see FM 6-0.

ASSISTANT CHIEF OF STAFF, G-8/FINANCIAL MANAGEMENT

1-15. The assistant chief of staff, financial management (G-8) is the principal staff officer responsible for resource management operations in support of the theater of operations. The finance support center (FISC) advises the G-8 on finance operations throughout theater. The G-8 manages the planning, programming, budgeting, and execution process and determines sources of funding to support command resource requirements. The G-8 provides oversight for the manager's internal control program, cost management, and accounting functions. The G-8's mission is governed by regulatory guidance mandated by public law. The G-8 receives guidance from the Assistant Secretary of the Army (Financial Management & Comptroller) and Defense Finance and Accounting Service (DFAS) on the proper use, safeguarding, and disbursement of public funds.

1-16. As the financial management advisor to the commander, this officer directs, prioritizes, and supervises the operations and functions of the G-8 staff within the command. In coordination with the FISC and through the TSC, the G-8 implements financial management policy. The G-8 also participates in the theater Army commander's operations process and develops the financial management portion of Annex F (Sustainment) to the OPORD or OPLAN.

1-17. The G-8 manages funds available for immediate disbursements and reviews financial management annexes in support of the OPLAN or OPORD. This is done to identify, coordinate, and synchronize resourcing requirements and fulfillment methods by type and source of funding. For further responsibilities of the G-8, see FM 1-06, FM 4-0, and FM 6-0.

ENGINEER SECTION

1-18. The senior staff engineer in the theater Army is responsible for the coordination and synchronization of engineer operations across the AOR. Engineer responsibilities include coordinating efforts with civil affairs brigades, nongovernmental and intergovernmental organizations, the Army Corps of Engineers, other Services, the host nation (HN), and other stakeholders. Additional responsibilities include the following:

- Planning for real estate actions.
- Environmental actions as necessary.
- Facilities construction.
- Demining operations.
- Mobility and countermobility operations.
- Construction of above-ground inland petroleum distribution pipelines.
- General construction throughout the AOR in support of force requirements.
- Establishing overall engineer policy within the AOR.

1-19. The staff engineer at the joint, theater Army, and field army levels may reside in the G-4 or the logistics directorate of a joint staff (J-4) sections. This supports the strategic and operational integrated planning required for operational activities that include setting the theater, managing terrain, and planning base camps. For further details, see ATP 3-34.40 and ATP 3-34.80.

THEATER ARMY SURGEON

1-20. The theater Army surgeon is a member of the commander's personal and special staffs. The surgeon normally works under the staff supervision of the theater Army chief of staff. The surgeon is the principal advisor to the commander on the health status within the theater Army and advises the commander and staff on medical capabilities and capacities and all medical or medical-related issues necessary to support plans. The surgeon interfaces with all coordinating, special, and personal staffs to coordinate Army Health System (AHS) support across the warfighting functions. As a member of the medical C2 system, the surgeon exercises medical control on the commander's behalf. This entails providing technical, medical, and clinical decisions and integrating and synchronizing AHS support across the theater. The surgeon coordinates echelons above brigade medical support and integrates information into the commander's ground tactical plan. The surgeon staff provides timely and effective AHS support planning (to include developing patient estimates) during the planning process and the conduct of large-scale combat operations. The theater Army surgeon works closely with the TSC or ESC surgeon, the medical logistics (MEDLOG) officers in the

supporting sustainment brigade surgeon sections, the supporting medical brigade (support) (MEDBDE [SPT]), and the corps surgeon sections in overseeing the Class VIII distribution plan for the theater. The surgeon is also responsible for the clinical, medical, and technical oversight of all medical activities in the command, and also ensures the theater Army's current and future operations and plans are coordinated with the supporting medical command (deployment support) (MEDCOM [DS]) or MEDBDE (SPT). There are several variants of the theater Army surgeon section—refer to the specific unit modified table of organization and equipment (MTOE) for staffing.

1-21. The theater surgeon section maintains situational understanding by coordinating for current AHS information with the medical operations staffs of the next higher, adjacent, and subordinate headquarters. It also coordinates with the MEDCOM (DS) or MEDBDE (SPT) for AHS information and resources. The theater Army surgeon provides for health services in the AOR and monitors execution of AHS to ensure it supports the CCDR's decisions and intent. The surgeon possesses staff responsibility for all AHS medical functions and synchronizes AOR medical resources to ensure effective and consistent treatment of wounded, injured, or sick personnel for return to full duty or evacuation from theater. The surgeon advises the commander on the health of the command and coordinates AHS (including preventive medicine, inpatient/outpatient care, ancillary support, MEDLOG, patient evacuation, hospitalization, dental support, return to duty, and veterinary services) in preparing and sustaining theater forces. The surgeon develops and manages programs to identify health threats and applies risk management to abate those risks. The surgeon section has two subordinate elements responsible for medical and support operations: the surgeon medical operations element and the surgeon support operations element. These are discussed below. For more information on the theater Army surgeon section (also called the ASCC surgeon), refer to FM 4-02.

Surgeon Medical Operations Element

1-22. The surgeon medical operations element coordinates patient evacuation from theater. It manages movement of patients within and from theater. This element manages flow of casualties within the AOR and monitors the flow of patients to medical facilities within the AOR or for intertheater evacuation. It communicates with the theater, joint, and global regional medical commands. The surgeon medical operations element is responsible for developing mass casualty plans and determining medical workload requirements based upon the casualty estimate. It recommends medical evacuation policies and procedures and changes to the theater evacuation policy and provides input to the theater regional medical command. It monitors medical regulating and patient tracking operations.

Surgeon Support Operations Element

1-23. The surgeon support operations element manages health services resources in the AOR to provide effective and consistent treatment of wounded, injured, or sick personnel for return to full duty or evacuation from the theater. This element monitors policies, protocols, and procedures for medical and dental treatment of sick, injured, and wounded personnel. The element determines requirements and priorities for MEDLOG.

1-24. The theater Army surgeon is the staff proponent responsible for, in coordination with the MEDCOM (DS) commander, the provision of AHS support within the AOR. The surgeon has staff responsibility for medical planning, coordination, and policy development for AHS support to deployed forces. This officer advises the commander concerning the health of the command, recommends changes to the theater evacuation policy, and provides input to and personnel in support of the theater patient movement requirements center as required. The theater Army surgeon and the surgeon cells at each echelon identify, assess, counter, and mitigate health threats across the range of military operations. The surgeon and the surgeon cells also advise commanders on medical capabilities and capacities necessary to support plans and interface with logistical, financial management, and HR elements to coordinate AHS support across the warfighting functions. The theater Army surgeon and the surgeon cells at each echelon (including the TSC, ESC, and sustainment brigade surgeon cells) work with their staffs to conduct planning, coordination, synchronization, and integration of AHS support to plans to ensure that all 10 medical functions are considered and included in running estimates, OPLANs, and OPORDs in coordination with the MEDCOM (DS). The surgeon also prepares the medical portion of Annex E (Protection) and Annex F (Sustainment) to the OPORD or OPLAN.

COMMAND POSTS

1-25. A command post (CP) monitors current operations (CUOPS) and conducts contingency planning and crisis action planning. The theater Army has an MCP and a CCP. The MCP can employ an operational-level CP.

Main Command Post

1-26. The MCP provides OPCON over the field army and performs most of the administrative Service functions traditionally associated with the theater Army until the transition to armed conflict, when the field army transitions to the land component command.

1-27. The MCP is primarily a planning and coordination element responsible for developing and maintaining OPLANs, CONPLANs, and Service-supporting plans to the CCDR's theater campaign plan. The MCP conducts collaborative planning with any Army headquarters designated to deploy and C2 operations, training exercises, or other security cooperation activities within the AOR. See JP 3-20 and FM 3-22 for more information. This joint planning support facilitates the transition of existing OPLANs and CONPLANs into the incoming headquarters' OPORDs for execution. It provides the regional expertise to support the planning and execution of operations and exercises or other security cooperation activities.

1-28. The MCP also supports the field army and other Army, joint, and multinational forces deployed to JOAs established within the AOR. Such support includes theater opening; reception, staging, onward movement, and integration; common-user logistics (CUL); and other services associated with Army executive agent (EA) responsibilities. Most of these responsibilities are sustainment related and largely performed through the subordinate TSC or deployed ESC.

1-29. The MCP also provides direct planning support to the CCP when it deploys (as a forward CP) to C2 smaller-scale contingency operations or to participate in exercises or other theater security cooperation activities. For detailed information on the MCP (command group, personal staff, special staff, coordinating staff, and other functional cells), see ATP 3-93.

1-30. Within the MCP, there is a sustainment cell comprised of personnel from the G-1, G-4, G-8, and surgeon staff sections. The chief of sustainment is a general officer who is in charge of the sustainment cell and coordinates with the TSC commander. The surgeon works in close coordination with the MEDCOM (DS) commander.

1-31. The role of the MCP sustainment cell is to provide planning, policy, and coordination of all sustainment operations and initiatives throughout the AOR with the ESC when attached to the TSC. The MCP sustainment cell accomplishes this by integrating the separate functions of the G-1, G-4, G-8, surgeon, and engineer sections with the common tasks and systems (people, organizations, information, and processes) that commanders use to accomplish missions and training objectives.

1-32. The supported force may include combined, joint, interagency, intergovernmental, or multinational forces, contractors, civilians (including refugees and disaster victims), or members of nongovernmental organizations. The cell allocates its subordinate sections and elements between participating in planning sessions; preparing or conducting boards, bureaus, centers, cells, and working groups; and supporting the CCP when deployed. For detailed information on the MCP, see ATP 3-93.

Contingency Command Post

1-33. The CCP is a relatively lean, deployable element designed specifically to meet the CCDR's requirements for a limited, theater-committed C2 capability that is immediately available to respond to crisis situations within the AOR. The primary value of the CCP is its immediate response capability rather than its capability to C2 complex or sustained operations. During steady-state operations, the CCP will normally co-locate with the MCP for stationing purposes but (as determined by the commander or chief of staff) remain organized as a separate CP assigned tasks and missions that are distinct from those assigned to the MCP.

1-34. The possible roles of the CCP are to deploy within the AOR as a joint task force (JTF), as part of an ARFOR, as part of a joint force land component commander (JFLCC), or as a tactical headquarters for small-scale operations. The CCP provides C2 over the execution of operations within the AOR and is capable of

operating 24 hours a day, seven days a week (within limitations) from initiation of the operation until completion or until relieved of its mission. See ATP 3-93 for more information on CCP limitations.

1-35. The CCP staff provides continuous operations to the organization and operates in two 12-hour shifts with all the critical staff capabilities required to maintain a fully functional current operations integration cell (COIC). Other staff that do not perform in 12-hour shifts provide on-call services as needed. MCP staff may augment the CCP staff as necessary based upon mission variables.

1-36. The CCP is limited and cannot effectively exercise C2 for protracted operations unless appropriately augmented or reinforced. It depends upon augmentation from the MCP for operational planning support, intelligence support, sustainment coordination, special staff functions, and tailored support (such as signal and security) as required.

1-37. The CCP is dependent on the headquarters support company for field feeding, supply, sanitation, field service medical treatment, and field maintenance support. When forward deployed, it is dependent on the headquarters and headquarters battalion for higher levels of support including local security.

1-38. The CCP sustainment cell actively participates with the MCP in a collaborative planning process. The MCP normally produces the OPORDs, and the CCP focuses largely on coordination and oversight of the plan, including short-term assessment of operations. All supporting staff processes influence the sustainment cell, which includes representatives from G-1, G-4, G-8, and surgeon sections.

1-39. The CCP sustainment cell is responsible for coordination and oversight of sustainment plans and short-term (24 hours per day for up to 30 days) sustainment operations and initiatives throughout the AO. The CCP sustainment cell coordinates with the TSC and ESC (when attached to the TSC) for the execution of sustainment support.

Theater Army Operational Command Post

1-40. Although not resourced with additional personnel or equipment, a theater Army may determine a need to internally organize an operational CP. An operational CP is a facility containing a tailored portion of the headquarters to control operations for a limited period or small-scale contingency. The operational CP provides a theater Army commander or designated individual with the capability to form an Army component, joint force land component, or JTF headquarters within a JOA. The design of the operational CP will vary depending on the situation. The operational CP personnel and equipment should be deployable by fixed-wing aircraft from their garrison locations into an operational area. However, the operational CP would probably have limited mobility once deployed into the JOA and would typically occupy a semi-permanent fixed facility. The operational CP would rely on the main CP for detailed planning, analysis, and special staff support.

SIGNAL SUPPORT

1-41. The theater Army is designated as the Department of Defense (DOD) EA for setting and supporting the theater communications and network architecture. It executes these EA responsibilities primarily through a signal command (theater) assigned to support the AOR (ATP 3-93). Due to the lack of organic signal capabilities, the theater Army receives its network and information services from the local network enterprise center. If the theater Army deploys a CCP, the CP receives signal support from theater-committed or rotational signal units. The pooled resources of a theater tactical signal brigade normally fulfill these communications requirements.

1-42. Each Service component in a JTF maintains its own networked communications infrastructure, compatible with the other unified action partners. The communications system directorate of a joint staff exercises staff oversight of the Service component systems in the joint force. The Service components may need to provide staffing or equipment augmentation for the JTF communications section. See FM 6-02 for further details.

AUTHORITIES AND RESPONSIBILITIES

1-43. The theater Army in the role as the ASCC to a geographic combatant commander, has responsibilities and authorities that cannot be divested. Its functions as a theater Army are outlined within Title 10, the DODD 5101.1, and the combatant commander's requirements. Responsibilities of a Service component are determined from Title 10 USC, Section 7013b, DODD 5101.01, and the CCDR's daily operations requirements.

THEATER STRATEGY

1-44. The *theater strategic level of warfare* is the level of warfare at which combatant commanders synchronize with unified action partners and employ all elements of national power to fulfill policy aims within the assigned theater in support of the national strategy (FM 3-0). Based on strategic guidance, CCDRs with assigned AORs and their staffs update strategic estimates and develop theater strategies with input from subordinate commands including theater Armies and supporting commands and agencies. A theater strategy is an overarching construct outlining a CCDR's vision for integrating and synchronizing military activities and operations with the other instruments of national power to achieve national strategic objectives. The theater strategy prioritizes the ends, ways, and means within the limitations established by the budget, global force management processes, and strategic guidance. The theater strategy serves as the basis for development of the CCMD campaign plan.

1-45. The *operational level of warfare* is the level of warfare in which campaigns and operations are planned, conducted, and sustained to achieve operational objectives to support achievement of strategic objectives (JP 3-0). The operational level links employing tactical forces to achieving strategic objectives. The operational level of warfare generally consists of CCMDs (command authority) and their Service or functional components and subordinate JTF headquarters and their Service or functional components. This includes theater Army headquarters as the ASCC to a CCMD and any other echelon operating as an ARFOR, JTF headquarters, or land component command. The focus at this level is to design campaigns and operations by integrating ends, ways, and means while accounting for risk.

1-46. The theater Army develops concept of support plans from the command campaign plan for continuous support to the CCDR that shapes the OE with Army forces and provides the sustainment requirements across the competition continuum. Theater Army support plans include operational sustainment tasks that are executed by the TSC in order to enable freedom of action, extend operational reach, and prolong endurance. Those operational sustainment tasks include the following:

- Establish and operate the theater distribution network.
- Conduct reception, staging, and onward movement (RSO).
- Manage HN and contract support.
- Conduct forward and intermediate basing activities.
- Conduct theater and financial management operations.
- Conduct theater personnel support operations.
- Manage the theater medical system.
- Execute sustainment C2.

1-47. The theater Army executes five primary tasks for the CCDR across the competition continuum and all phases of operations:

- Army support to other Services.
- Provide Army forces to support theater security cooperation.
- Assess and develop infrastructure.
- Develop CONPLANs and OPLANs for operations on land.
- Maintain threat orders of battle and provide indications and warnings of changes in the OE.

DIRECTIVE AUTHORITY FOR LOGISTICS

1-48. The CCDR uses directive authority for logistics (DAFL) to assign responsibility for execution of EA, lead Service responsibilities and to make other special arrangements such as assigning common user support

or common user logistics to a Service or agency. The DAFL is the CCDR's authority to issue logistics-related directives to subordinate commands and forces. It includes peacetime measures to ensure the effective execution of approved OPLANs, effectiveness and economy of operation, prevention or elimination of unnecessary duplication of facilities, and overlapping of functions among the Service component commands (JP 1, Volume 2). The DAFL, like other CCMD authorities, cannot be delegated or transferred. However, the CCDR may assign the responsibility for the planning, execution, and management of as many common support capabilities to a subordinate JFC or Service component commander as required to accomplish the subordinate JFC's or Service component commander's mission. For some commodities, support, or services common to two or more Services, the Secretary of Defense or the Deputy Secretary of Defense may designate one provider as the EA.

1-49. The CCDR must formally delineate assigned responsibilities by function and scope to the subordinate JFC or Service component commander. When exercising this option, the CCDR must specify the control and tasking authorities being bestowed upon the subordinate joint command for logistics, as well as the command relationships it will have with the Service components.

JOINT COMMAND FOR LOGISTICS

1-50. The CCDR, through exercising DAFL, may assign joint logistics responsibilities to a Service component to establish a joint command for logistics. The assignment as a joint command for logistics is clearly designated by orders and establishes the organization as a joint command. This command authority is not to be confused with EA, CUL, or any other type of Army support to other Services. Generally, the CCDR will designate the Service with the preponderance of forces or the most capable logistics structure to fill the joint command for logistics requirement. The designated joint command for logistics requires staff augmentation from other Services to meet joint force requirements. See JP 1, Volume 2, JP 3-31, and JP 3-33 for more information on establishing a joint command. In the event the theater Army is assigned responsibility for establishing a joint command for logistics, the TSC or ESC with staff augmentation from other Service components is designed to fulfill that mission.

EXECUTIVE AGENT RESPONSIBILITIES

1-51. *Executive agent* is a term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense (JP 1, Volume 2). An EA may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes.

1-52. When designated as an EA, the Army is specifically tasked by the Secretary of Defense for certain responsibilities. These responsibilities are sometimes limited by geography or tasked for a particular operation and may sometimes be tasked to support the entire DOD on a continuing basis. The list below, while not all inclusive, identifies some of the Army's sustainment EA responsibilities:

- DOD combat feeding research and engineering program.
- Management of land-based water research in support of contingency operations.
- Law of war program.
- Military postal service agency and official mail program.
- Explosives safety management.

ARMY SUPPORT TO OTHER SERVICES

1-53. Providing support to other Services in the performance of assigned EA or lead Service designations, inter-Service agreements, and Service support agreements is commonly referred to as Army support to other Services. The theater Army's role in support of other Services includes supporting sustainment requirements throughout the competition continuum (competition, crisis, and conflict) as well as across all phases of contingencies and operations through its designated TSC, ESC, and MEDCOM (DS). When designated by the CCDR, the Army may also provide CUL, which is also part of Army support to other Services. It is important to note that although the Army is not resourced with units to provide Army support to other Services during competition, theater Armies take on many of these responsibilities on a day-to-day basis, wartime or not.

1-54. Theater Army support requirements for Army support to other Services apply during foreign humanitarian assistance, foreign disaster relief, and defense support of civil authorities (DSCA) and may include the following:

- Land-based air and missile defense (AMD).
- Base defense.
- Maintenance.
- Distribution.
- Transportation.
- General engineering.
- Common user logistics.
- Health services.
- Logistics management.
- DOD EA for Armed Services Blood Program Office.
- DOD EA for DOD's military immunization program.
- DOD immunization program for biological warfare defense.
- DOD EA for veterinary services.
- DOD EA for the Military Postal Service Agency.
- Joint tactics, techniques, and procedures for joint logistics over-the-shore (JLOTS).
- DOD EA for mortuary affairs.
- Communications.
- Chemical, biological, radiological, and nuclear defense.
- Explosive ordnance disposal (EOD).

1-55. *Common-user logistics* is materiel or service support shared with or provided by two or more Services, Department of Defense agencies, or multinational partners to another Service, Department of Defense agency, non-Department of Defense agency, and/or multinational partner in an operation (JP 4-09). Under authority of Title 10 USC, the individual Services retain responsibility for logistics support with two exceptions: DAFL and CUL. With DAFL, the CCDR designates lead agents for specific, common-item support. The directive is used to assign lead Service responsibility and to make other special arrangements such as assigning common-user support or CUL to a Service or agency. It is usually assigned based on the Service or agency being the dominant user or most capable entity to provide the common-item support. This authority is used to eliminate duplicated or overlapping sustainment responsibilities. The directive authority cannot be further delegated or transferred. For further details on DAFL, see JP 4-0.

1-56. The direct assignment of CUL responsibilities allows the theater Army commander the ability for proper planning, preparing, assessing, and executing of sustainment campaigns and operations that are critical to the CCDR's success. The directives for CUL responsibility have peacetime implications that are necessary to ensure effective execution of approved OPLANs, effectiveness, and economy of operation and prevent or eliminate unnecessary duplication of facilities and overlapping functions among Service component commands. The responsibility for CUL or common-user support can be temporary or long-term in duration for a contingency, entire theater, area within a theater, or specific operation. The TSC (or ESC when attached to the theater Army) is responsible for the execution of logistics support at this echelon. The Services retain overall authority for logistics support. See FM 4-0 for more information on the theater Army commander's requirements and ability to provide CUL and Army support to other Services, agencies, or multinational forces.

THEATER ARMY ROLES AND RESPONSIBILITIES

1-57. The role of the theater Army is to shape the CCDR's AOR in order to develop relationships, assure access, build partnership capacity, and deter adversaries while providing C2 capability that can set the theater and execute multidomain operations. Each Service command executes those AOR-specific requirements (mainly administrative) to organize, supply, equip, train, service, mobilize, demobilize, and maintain discipline. The operational focus of the theater Army is to plan for, tailor, and control Army forces. Table

1-1 below further delineates the theater Army role, functions, and tasks. The functions of the theater Army are dependent upon its specific role and may include the following:

- Execute CCDR's daily operations requirements.
- Provide ADCON of Army forces.
- Set and maintain the theater.
- Exercise C2 over Army forces in the theater.
- Plan and coordinate for consolidation of gains in support of joint operations.
- Perform joint roles in limited scope, scale, and duration.

Note: When directed by the CCDR to perform operational C2 of Army or joint forces, the theater Army retains its primary role as the theater Army to the CCMD and remains responsible for all Service and AOR support functions of the role.

Table 1-1. Theater Army role, functions, and tasks

Executing combatant commander's daily operations requirements by–		
Exercising C2 over Army forces in theater	Conducting theater security cooperation	Developing contingency and campaign planning
Maintaining ADCON of Army forces	Assessing and developing infrastructure	Maintaining threat orders of battle
Providing Army support to other Services (Includes CUL)	Developing concept and operations planning	Providing indications and warnings of changes in OE
Role as ASCC includes–		
Providing ADCON of Army forces by-	Executing Title 10 USC administrative and support responsibilities	Providing CUL
	Conducting force tailoring	Conducting force protection
Exercising C2 over Army forces in the theater	Maintaining control of Army forces attached or assigned within the AOR through ADCON, OPCON, or TACON	
Planning and coordinating for the consolidation of gains in support of joint operations	Planning and coordinating for critical capability requirements	Security cooperation plans
*Performing joint roles in limited scope, scale, and duration by–	Serving as a JTF or JFLCC for immediate crisis response	Conducting foreign humanitarian assistance
	Conducting disaster relief	Providing immediate crisis response
	Replicating corps or division headquarters for major exercises	

Note: *This requires the theater Army to serve in a joint role, but it still must perform its ASCC functions

ADCON	administrative control	CUL	common-user logistics	OPCON	operational control
AOR	area of responsibility	JFLCC	joint force land component commander	TACON	tactical control
ASCC	Army Service component command	JTF	joint task force	USC	United States Code
C2	command and control	OE	operational environment		

EXECUTE COMBATANT COMMANDER'S DAILY OPERATIONAL REQUIREMENTS

1-58. The CCDR's daily operational requirements are those daily responsibilities tasked to a theater Army across the competition continuum that are based upon specific requirements of the AOR. CCDR daily operational requirements vary between CCMDs, but most include the following:

- Army Service functions.
- ADCON of Army forces.
- Theater security cooperation.
- Infrastructure assessment/development.

- CONPLANs and OPLANs.
- Regionally focused information collection and intelligence analysis.
- AOR communications architecture.
- Provision of Army capabilities to joint forces for land-based theater air and missile defense, detainee operations, internment, resettlement, and infrastructure development.

PROVIDE ADMINISTRATIVE CONTROL OF ARMY FORCES

1-59. The theater Army exercises ADCON over all Army forces in the AOR unless modified by DA. These include Army forces assigned, attached, or OPCON to the CCMD. The theater Army retains these responsibilities regardless of tasks delegated to another component commander or a non-Army JFC. ADCON responsibilities include:

- Control of resources and equipment.
- Personnel management.
- Unit logistics.
- Individual and unit training.
- Readiness, mobilization, and demobilization.
- Discipline.

1-60. ADCON is not a command relationship but rather the direction or exercise of authority over subordinate or other organizations in respect to administration and support. The exercise of ADCON fulfills a military department's statutory responsibilities. ADCON is synonymous with administration and support responsibilities identified in Title 10 USC. For further details, see ATP 3-93 and FM 4-0.

SET AND MAINTAIN THE THEATER

1-61. The theater Army plays a significant role in setting the theater for which the CCMD has overall responsibility. Support requirements of specific OPLANs, CONPLANs, and other requirements specified in the CCDR's campaign plan are critical factors in setting the theater.

1-62. Setting the theater is a continuous shaping activity to set the necessary conditions that enable the CCDR to execute the theater campaign plan across the AOR. It is a collective effort that encompasses joint, multinational, and interagency coordination, security cooperation, and military engagements across the competition continuum.

1-63. Setting the theater begins with in-depth analysis to identify resources and existing capabilities necessary to support the AOR campaign plan. This analysis includes HN and multinational capabilities and plans for incorporating these resources to provide sustainment commanders with an array of options. *Host-nation support* is civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations (JP 4-0). Host-nation support (HNS) may include the use of sea and aerial ports of debarkation, warehousing for storage, transportation assets, personnel such as stevedores, and other distribution-related or supported capabilities. Many HNS agreements have already been negotiated between existing allies. Certain sustainment efficiencies may be achieved to facilitate a unity of effort using HN, allied, and intergovernmental organization agreements. These can be pre-existing agreements or agreements generated after deployment to a theater. Note that HNS is different than contracted support.

1-64. HNS is especially important during the follow-on phases of distribution operations. If there is no HNS agreement, the theater Army can still assess HN sustainment capacity, identify process improvements, and then train and mentor the HN sustainment force in building its own capacity. Using HNS can reduce the number of Soldiers in theater. Even if the Army theater distribution plan does not use HNS, Defense Logistics Agency (DLA) may use HNS or contractor support to assist in the storage, transportation, or delivery of parts and materiel to the customer. Additional analyses specific to the AOR include C2, movement, maneuver and employment of forces, information collection, fires planning, actions in support of sustainment preparation of the OE, and protection to provide insight into current conditions, materiel, lines of communications and coordinated religious support for deployed forces. For further details, see FM 4-0, ATP 3-93, FM 2-0, and JP 5-0.

1-65. Early and active participation by the senior JTF financial management and comptroller elements in the deliberate and crisis action planning processes is critical to successful integration of all components of financial management operations. The senior financial management element must obtain and analyze the economic assessment of the JOA and begin initial coordination with the DFAS crisis coordination center. Furthermore, it recommends JOA financial management policies and develops the concept of financial operations support outlined in the financial management appendix to the OPLAN or OPORD. Other sources of information available to the JTF financial management element include the Department of State, the local embassy, the U.S. Department of the Treasury, U.S. Department of Commerce, and the Central Intelligence Agency's The World Fact Book country reports. For a more detailed description of economic analysis, refer to FM 1-06.

1-66. Financial management leaders conduct activities involved with setting the theater. Comptrollers will establish favorable conditions by certifying availability of funding authorizations for any rapid execution of military operations and funding support requirements for a specific OPLAN during crisis or conflict. Comptrollers coordinate and conduct a broad range of actions to establish those conditions. They determine funding authorities; fund home station training or joint training support; RSO planning and coordination; acquisition and cross-servicing agreements and analysis of alternatives; and OCS. Financial managers identify funding risks in terms of type of appropriations, special programs, and interagency cooperation or specific requirements to assist the CCDR in setting the theater. These requirements may include supporting security cooperation, military engagements, and combined training exercises.

1-67. Funding the force in shaping operations matches legal and appropriate sources of funds with thoroughly vetted and validated requirements. Funding the force is primarily executed at the operational level but planned for and programmed at the strategic level. Financial management forces execute disbursing operations in support of contracting operations such as real estate leases, dock workers, equipment leases, and vehicles.

1-68. Sustainment commands receive guidance from their higher headquarters relating to common sustainment. Common sustainment consists of materiel, services, and support that is shared with or provided by two or more military Services, DOD agencies, or multinational partners to another Service, DOD agency, non-DOD agency, or multinational partner. Although logistics is a national responsibility, the North Atlantic Treaty Organization also considers logistics a collective responsibility. In addition, multinational and bi-lateral agreements will necessitate a more cooperative environment for the movement and distribution of multinational logistics. Multinational and bi-lateral agreements will require common-user land transportation to move multinational logistics to shared based camps or operational areas. Deliberate efforts will be required to coordinate and control movement across multinational boundaries. See JP 3-16 for more information about multinational logistics.

DISLOCATED CIVILIANS

1-69. DOD may be requested to provide humanitarian assistance to dislocated civilians, either to support the GCC's campaign plan or objectives or when the United States Government lead federal agency requests DOD support due to its unique capabilities (for example, specific engineering skills). A *dislocated civilian* is a broad term primarily used by DOD that includes a displaced person, an evacuee, an internally displaced person, a migrant, a refugee, or a stateless person (JP 3-29).

1-70. The primary purpose of displaced civilian operations is to minimize civilian interference with military operations. Displaced civilian operations are also designed to:

- Protect civilians from combat operations.
- Prevent and control the outbreak of disease among displaced civilians that could threaten the health of military forces.
- Relieve, as far as practical, human suffering.
- Centralize the masses of displaced civilians.

1-71. Dislocated civilians may be victims of conflicts or disasters. Humanitarian organizations make a distinction between internally displaced persons and people who flee across international borders to escape persecution (refugees). Many organizations do not use the term dislocated civilians.

1-72. During set the theater, the theater Army commander collaborates with HN civil and military authorities and non-governmental organizations to develop the care, control, and disposition of dislocated civilians. This collaborative effort establishes directives and guidance within the AOR, for planners to determine the appropriate levels and types of aid required as part of the populace and resources control planning.

1-73. At the corps level, the commander integrates the theater commander's guidance with the corps ground tactical plan. The driving force for dislocated civilians planning must be generated at corps level. At division level, the dislocated civilians plan must—

- Allow for accomplishing the tasks assigned by the higher command echelon.
- Be within the restrictions imposed by the higher headquarters.
- Guide the subordinate commands in the handling and routing of dislocated civilians.
- Ensure that all concerned parties, including the fire support coordination center, S-3, and G-3 air, receive information on dislocated civilians' plans, routes, and areas of concentration.

1-74. Typically, the United Nations or other international and nongovernmental organizations will provide basic assistance and services to the dislocated civilians; in special circumstances, this may include building and administering camps. However, when the U.S. military is requested to provide support, dislocated civilian support missions may include camp construction, provision of care (food, water, supplies, medical attention, and security), and transportation. An important priority for the management of dislocated civilians should be utilizing the services and facilities of non-DOD agencies whenever that coordination can be accomplished; dislocated civilian operations are often long-term and require extensive resourcing normally not immediately available through DOD sources. For further details on dislocated civilians, see JP 3-29, ATP 3-07.6, and ATP 3-57.10.

Exercise Command and Control Over Army Forces in a Theater

1-75. The theater Army has the responsibility to control attached and assigned Army forces within the AOR through ADCON, OPCON or tactical control (TACON). As the Army component of the CCMD, the theater Army is the ARFOR for the theater. Once delegated to the senior Army headquarters in a JOA, the Army component of the subordinate joint force is the ARFOR for the JOA. Army doctrine distinguishes between the Army component of a CCMD and that of a joint force formed by the CCDR.

1-76. The theater Army initially maintains control of all Army units assigned to an AOR until control is passed to the ARFOR in a subordinate JOA. As part of the controlling of Army forces, the ARFOR maintains ADCON of Army forces and addresses service responsibilities such as coordinating Army support to other Services.

Plan and Coordinate for the Consolidation of Gains in Support of Joint Operations

1-77. The theater Army continuously plans, coordinates, and assesses requirements to consolidate gains across an AOR. The theater Army accomplishes this through the execution of Title 10 USC and EA activities that shape the theater and engage other regional actors in promoting long-term stability while deterring aggression.

1-78. Upon request from the CCMD or activation of an OPLAN with time-phased force and deployment data, the theater Army provides the CCDR with forces and capabilities specifically tailored to focus on area security and stability. This process requires planning and coordination for refined logistic estimates, security cooperation plans, engineer units capable of infrastructure assessments, civil military requirements, communications, and other critical capabilities essential to consolidate gains in the context of a specific operation or campaign.

1-79. Successful consolidation of gains in a specific operational area will enable the theater Army to retrograde equipment, redeploy forces, and maintain a continuous presence and security cooperation plan in order to facilitate the security conditions required to successfully transition from conflict to competition. The transfer of an AO from U.S. Army forces to a legitimate authority relieves the land force of area security and stability tasks and represents a transition from operations that consolidate gains back to operations that shape the OE. The theater Army, as the enduring Army presence in the CCMD's AOR, is always making and

consolidating new gains. It supports the execution of continuous campaigning throughout the competition continuum to maintain relative advantage in support of U.S. national interests on behalf of the CCMD, never leaving the AOR while fulfilling its roles and supporting joint functions.

Perform Joint Roles in Limited Scope, Scale, and Duration

1-80. If the theater Army is tasked with additional missions in the AOR to perform a joint function as a JFLCC or JTF in limited scope, scale, or duration, it will still retain all title 10 responsibilities for the entire AOR. The theater army exists to fulfill Title 10 responsibilities, by law. If called upon to serve in this capacity, the administrative headquarters responsibilities of the theater army will be significantly strained. Serving as a joint force land component command or JTF requires additional resourcing and clearly established priorities by the GCC due to expected challenges serving successfully as the ASCC and JTF/joint force land component command simultaneously. Theater armies are not organized, equipped, or manned for roles beyond the ASCC. The ASCC responsibility encompasses the requirement to enable theater army commanders to exercise command and control of forces performing their designated roles and functions during small-scale operations such as noncombatant evacuation operations, foreign humanitarian assistance (FHA), foreign disaster relief (FDR), or peace operations. Once designated a JTF or joint force land component command, these tasks include establishing liaisons at pertinent boards, centers, cells, and working groups as described in FM 6-0, JP 3-31, and JP 3-33.

1-81. Prior to the establishment of a JOA, the CCDR may designate the theater Army as a theater JFLCC for advising, coordinating, and supporting joint land operations during shaping and preventing. The intent is to provide the CCMD with the ability to have a central point for synchronization of all land force activities. Examples of tasks the theater JFLCC executes in support of the CCMD include advising the commander on land force capabilities and advocacy for land domain issues; providing coordinated recommendations for land force mission sets, roles, and responsibilities; coordinating with other functional components to assist in campaign planning; and assisting the CCMD in planning, coordinating, and executing sustained operations for setting the theater during all operations.

1-82. In the case of foreign humanitarian assistance, foreign disaster relief, and DSCA, the theater JFLCC is a command option used by the CCDR to provide C2 for designated land operations. This option provides for a single Title 10, USC authorized functional component headquarters capable of providing general support to achieve unity of effort between federal and state response forces.

STRATEGIC SUPPORT AREA

1-83. Joint and Army forces receive support from the strategic support area. The support provided includes strategic lift, materiel integration, financial management support, HR support, and AHS support. The strategic support area describes the area extending from a theater to a continental United States (CONUS) base or another GCC's AOR. The strategic support area includes the air and seaports supporting the flow of forces and sustainment into the theater that enable the joint force to deploy globally, maintain a forward presence, and sustain operations in support of U.S. strategic objectives. The strategic base in the strategic support area includes DOD, other government, and private sector agencies that participate in the sustainment enterprise. This manual includes only select organizations that operate with Army echelons.

1-84. The strategic support area has several critical roles in support of deterrence during competition, endurance during armed conflict, and restoration of combat power upon returning to competition. United States Army Materiel Command (USAMC) integrates the following lines of efforts to enable the Army to rapidly project and sustain the force across the competition continuum:

- Soldier, Civilian, and family readiness.
- Installation readiness.
- Industrial base readiness.
- Munitions readiness.
- Strategic power projection.
- Supply availability and equipment readiness.
- Data analytics and logistics information readiness.

1-85. These lines of effort allow the United States Army Materiel Command (USAMC) commander to manage, build and enhance Army readiness to deploy and sustain Army forces on short notice. They also ensure the seamless hand off of materiel to the United States Transportation Command (USTRANSCOM) while delivering expeditionary capabilities to the CCDR within relevant time periods.

STRATEGIC ENABLERS

1-86. Strategic partners enable worldwide transportation of fuel, equipment, supplies, and ammunition where needed by air, land, and sea components. This network extends from the strategic support area to the theater in support of unique strategic and operational objectives. Strategic enablers provide an array of services to CCDRs in the form of common user commodities, bulk fuel, port management (embarkation/debarkation), cargo documentation, security, in-transit visibility (ITV), HN contractual agreements, and support for intratheater water operations anywhere in the world to establish conditions for executing operations.

U.S. TRANSPORTATION COMMAND

1-87. USTRANSCOM conducts globally integrated mobility operations, leads the broader joint deployment and distribution enterprise, and provides enabling capabilities in order to project and sustain the joint force.

1-88. USTRANSCOM is a unified CCMD that executes missions through three component commands: the Army's Military Surface Deployment and Distribution Command (SDDC), the Navy's Military Sealift Command (MSC), and the Air Force's Air Mobility Command (AMC). Reserve component augmentation to USTRANSCOM is conducted through the joint transportation reserve units providing air, land, and sea transportation.

1-89. USTRANSCOM provides support to ten other CCMDs, the military services, defense agencies and other government organizations, and often partners with the commercial industry that contributes to the defense transportation system.

Military Surface Deployment and Distribution Command

1-90. SDDC is the ASCC of USTRANSCOM and a major subordinate command of USAMC. As a component of USTRANSCOM, SDDC provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy U.S. forces on a global basis. SDDC is the defense transportation system's interface between DOD shippers and the commercial transportation carrier industry. SDDC's assets provide coordination of force movement, status of worldwide infrastructure, and seaport operations. The unique suite of traffic management capabilities includes freight and traffic management, integrated transportation systems and intermodal contracts and agreements, and worldwide port management.

1-91. SDDC is the single port manager for all common-user seaports of embarkation and debarkation. SDDC supports the flow of deploying units, equipment, and sustainment into seaports of debarkation (SPODs). SDDC supports all aspects of theater port operations and provides asset visibility information in accordance with the CCDR's priorities. See FM 4-0 and FM 4-01 for further information on SDDC.

Military Sealift Command

1-92. MSC is the Naval Service component command for USTRANSCOM. MSC provides worldwide transportation of fuel, equipment, supplies, and ammunition during peace and war using government-owned and chartered U.S. flagged ships. During contingencies, MSC uses its government-owned surge sealift fleet (including large medium speed roll-on/roll-off vessels) to rapidly load equipment and supplies to deploy where needed. These ships are responsible for conducting intertheater sea operations. Intratheater water operations are conducted by MSC, commercial watercraft, and Army watercraft organizations. These organizations perform the operational maneuver and sealift of sustainment and units and support marine terminal operations and distribution operations.

1-93. MSC also employs ships from the ready reserve fleet, including fast sealift ships. These ships, which are owned and maintained in reduced operating status by the Maritime Administration, come under MSC control when activated. Assured access to additional sealift and intermodal capacity is gained through a

partnership with the United States flag maritime industry, by way of the voluntary intermodal sealift agreement and maritime security program. A balanced reliance on organic and commercial assets—product tankers, dry-cargo ships, vessels with unique capabilities, and access to their associated ports and intermodal networks—optimizes sealift response in support of the warfighter. Some ready reserve fleet vessels have unique features to support JLOTS where fixed ports may be inadequate, damaged, or nonexistent.

Air Mobility Command

1-94. AMC is the Air Force Service component that provides the capability to deploy Army forces worldwide and to help sustain them across a range of military operations. AMC operationally directs the use of domestic and international airlift services, including the civil reserve air fleet. AMC has the capability to rapidly employ aerial ports around the world. AMC performs airlift, air refueling, aeromedical evacuation, air mobility support, and supports the strategic flow of deploying forces' equipment and supplies from the aerial port of embarkation to the theater and return.

1-95. AMC and the TSC work together to provide a seamless strategic/theater interface to provide for the efficient RSO of forces and supplies to and from the theater. Air terminal support operations include port clearance, operation of holding and marshalling areas, postal operations, personnel processing, movement control, onward movement, security, and life support. The TSC may perform some of these functions at locations other than the joint aerial complex.

1-96. The role of AMC is to serve as the single port manager for air mobility. AMC's fleet of air mobility aircraft is joined by commercial air carriers to deliver cargo and personnel anywhere in the world in a matter of hours. During contingencies and operations, AMC assets support both intertheater and intratheater common-user airlift operations. Although primarily used for intertheater operations, AMC assets can be assigned to support theater operations and may be temporarily assigned to CCMD control. AMC uses Service cargo transfer units to expedite cargo through the aerial port of debarkation (APOD) and into the theater distribution network. For additional information see ATP 3-35.

1-97. Key tasks associated with AMC include—

- Managing common-use aerial ports of embarkation or APODs.
- Supervising cargo documentation.
- Cargo loading and unloading.
- Providing clearance.
- Movement operations.
- Security.

Joint Task Force-Port Opening

1-98. The function of the joint task force-port opening (JTF-PO) is to rapidly assess, open, and operate initial aerial ports of debarkation or SPODs to establish the initial distribution network with joint air and surface personnel. Personnel that make up the air element are from the AMC contingency response wings, while the surface elements come from SDDC movement control sections. The JTF-PO mission is to provide joint expeditionary capabilities to rapidly establish and initially operate a port of debarkation and distribution node and facilitate port throughput in support of CCDR executed contingencies. The JTF-PO does not replace joint RSO and theater distribution, but it facilitates its execution by providing an effective interface at the aerial port or seaport of debarkation and the forward distribution node.

Joint Enabling Capabilities Command

1-99. The Joint Enabling Capabilities Command (JECC) is a subordinate joint command of USTRANSCOM that provides global, rapidly deployable, temporary joint expeditionary capabilities across the range of military operations. The JECC provides mission-tailored and joint capability packages to CCDRs that facilitate the rapid establishment, organization, and operation of a joint force headquarters that helps to bridge joint operational requirements. The JECC offers joint capability packages that are mission-tailored in the areas of operations, logistics, knowledge sharing, intelligence, communications, and public affairs (PA). It

consists of three subordinate joint commands: The Joint Planning Support Element, and Joint Communications Support Element. For further details see JP 3-33.

Joint Planning Support Element

1-100. The Joint Planning Support Element provides deployable tailored operations planners, logisticians, knowledge managers, public affairs, and intelligence specialists to accelerate the formation and increase the effectiveness of newly formed joint force headquarters. Planning staffs can integrate into the joint staff operations or plans directorates to assist in forming newly forming operations or plans battle staff. Logistics personnel can integrate into the joint staff J-4 to assist in integrating, coordinating, and implementing joint logistics planning and operations in various logistics and personnel areas.

Joint Communications Support Element

1-101. The Joint Communications Support Element provides rapidly deployable scalable, en route, and early entry communications capabilities across the full spectrum of operations in order to enable rapid action of the joint force. Communication capabilities include communications, computer, and combat systems services to CCDRs and other agencies as directed to facilitate the rapid establishment of a joint force headquarters, bridge system requirements, and provide reliable and interoperable communications that link the combined joint task force and staff to the President and Secretary of Defense, GCCs, their component headquarters, and multinational partners.

Joint Public Affairs Element

1-102. The Joint Public Affairs Element provides ready, rapidly deployable, combat-ready joint PA capabilities to CCDRs to facilitate the rapid establishment of a joint force headquarters, bridge joint PA requirements, and advise and assist commanders to address current and emerging challenges in the information environment. Early-entry PA capabilities enable the combined joint task force to gain and maintain the initiative in the information environment.

DEFENSE LOGISTICS AGENCY

1-103. DLA integrates materiel management support of DLA common commodities such as subsistence, clothing and other general supplies, packaged and bulk petroleum, and medical materiel. In addition, DLA establishes fuel and water contracts with local venders in the absence of pre-established agreements with nations in the theater. The DLA provides the Services, other federal agencies, and combined and allied forces with the full spectrum of logistics, acquisition, and technical services. DLA provides most of the military's consumable, expendable, and repairable items and is the DOD EA for subsistence, bulk petroleum, construction/barrier material, and medical materiel. In addition, DLA manages the reutilization of military equipment, provides catalogs and other logistics information products, and offers document automation and production services. In addition to the DLA organizations listed above, DLA Distribution provides wholesale and retail-level storage and distribution to the CCMD in theater when requested by the CCDR.

1-104. DLA supports each CCMD with a DLA regional commander. This commander is the focal point for coordinating all DLA activities throughout the theater and can provide flexible support on demand. Once the Services identify the capabilities required, the requirement goes through the JTF commander, the CCDR and to the joint staff for approval. Following approval, DLA organizes its capabilities to meet requirements. The DLA regional commander will establish a Defense Logistics Agency contingency support team (DCST) to provide direct support to the AO.

Defense Logistics Agency Contingency Support Team Program

1-105. The DLA regional commanders provide liaison officers (LNOs) and functional experts under the command of a DCST commander. These teams are rapidly deployed to provide support to a CCDR, JTF, Service components, or subordinate unified commands during regional conflicts, contingency operations, mobilization, emergencies, flexible deterrent options, exercises, or other situations. DCSTs are comprised of active, reserve, and civilian personnel. While deployed, the DCST is under OPCON of the theater commander, who may further delegate this duty as required.

1-106. The DCST provides logistical support to conflicts, natural disasters, emergencies, mobilizations, and other contingency operations around the world. The DCSTs are responsible to the CCDR. The DCST works directly with the sustainment command and integrates materiel management support of DLA common commodities such as subsistence, protective clothing, general supplies, and bulk petroleum. It also provides disposal support as appropriate, including the disposal of hazardous wastes. However, DCSTs require force protection, life support, use of common-user land transport assets and may need terrain prepared for their operations. For more details concerning support available to a specific operation, contact the DLA Customer Interactions Center.

Defense Logistics Agency Disposition Services

1-107. DLA Disposition Services disposes of excess property received from the military services. The excess property is first offered for reutilization within the DOD, transferred to other federal agencies, or donated to state and local governments and other qualified organizations. DLA Disposition Services provide the maximum amount of property disposition services and technical assistance as is practical within the AOR. This can include management services for hazardous waste management and disposal, technical assistance regarding demilitarization and trade security control requirements, and advice on disposal requirements. It does not include the provision of disposition instructions for property or the proper supply condition code for property as those functions are a Service responsibility.

1-108. Reutilization is the redistribution of excess items within the DOD and can be a significant part of intratheater excess redistribution. Transfers to other federal agencies and donations to authorized recipients are subject to the rules of the Department of State and will vary from country to country and operation to operation. DLA Disposition Services also oversees the disposal of all hazardous material or hazardous waste. To the extent possible, the centralized disposal activity shall physically accept and process all property for which it has responsibility. DLA Disposition Services also supports disaster relief at home and humanitarian assistance and foreign military sales programs. For further specific information, see DODM 4160.21.

Defense Logistics Agency-Energy

1-109. The role of DLA-Energy is to provide contract support for the bulk petroleum supply chain, to include worldwide acquisition of fuel-related services. In coordination with the theater petroleum center and the TSC's distribution management center (DMC) fuel and water branch, DLA-Energy helps the theater Army sustainment staff determine and validate requirements against the theater Army commander's priorities for Army forces in the AOR. DLA-Energy provides contract support to meet worldwide military bulk fuel needs by drafting, negotiating, concluding, and amending international fuel agreements with foreign governments supporting worldwide DOD operations. Once requirements are complete (to include contracting support), DLA-Energy then coordinates with the petroleum liaison teams, the Army Petroleum Center, the theater Army, and the TSC staff for planning and specialized technical expertise as well as monitoring and managing theater stocks.

Defense Logistics Agency-Aviation

1-110. DLA-Aviation is a major subordinate command of DLA. It is the aviation supply chain manager for much of the DOD, providing aviation weapons systems and environmental logistics support to the defense aviation community and other governmental customers.

1-111. DLA-Aviation supports a vast number of joint aircraft, intercontinental ballistic missiles, repair parts, flight safety equipment, maps, environmental products, industrial plant equipment, and other weapons systems. DLA-Aviation is also the U.S. military's integrated material manager for over a million national stock number items and industrial, retail supply, and depot-level repairable acquisitions.

1-112. DLA-Aviation supports the warfighter through weapons systems management and industrial, retail supply, and strategic acquisition support operations. It plays a pivotal role in supporting Services with targeted solutions and full-spectrum logistics support. This command also operates the federal government's only industrial plant equipment facility in the United States.

Defense Logistics Agency-Land and Maritime

1-113. DLA-Land and Maritime is a major subordinate command of DLA and is the land and maritime supply chain manager. It is one of the largest suppliers of weapon systems spare parts in support of land-based and maritime weapon systems. The command supports the Navy (surface and subsurface), Army, and Marine Corps to fulfill requirements for assigned stock classes across the DOD and logistical services directly to Navy shipyards and Army and Marine Corps industrial sites.

1-114. DLA-Land and Maritime also provides personnel support forward and is located with the Army, Navy, and the Marine Corps throughout CONUS and outside the continental United States (OCONUS), extending its footprint to ensure end-to-end supply chain management.

Defense Logistics Agency-Troop Support

1-115. DLA-Troop Support is a major subordinate command of DLA that manages the supply chain for food, textiles, construction material, industrial hardware, and medical supplies and equipment, including pharmaceuticals. It has a global presence with the responsibility of supporting Services and government partners with the following:

Subsistence

- Rations.
- Dairy.
- Fresh fruit and vegetables.
- Soda.
- Bread and pastries.
- Food prep equipment.
- Field feeding equipment.
- Garrison and fleet feeding.

Medical

- Pharmaceuticals.
- Medical and surgical.
- War Reserve and readiness.
- Vaccines and nerve agent antidotes.
- Bandages and military dressings.
- Medical assemblies and kitting.
- Capital equipment and turnkey.

Clothing and Textiles

- Dress, field, and physical training (PT) uniforms.
- Field gear.
- Body armor.
- Personal chemical protective items.
- Flight suits.
- Tentage.
- Ecclesiastical items.

Construction and Equipment

- Lighting; heating, ventilation, and air conditioning; and metals.
- Commercial hardware.
- Facilities maintenance.
- Fire and emergency services.

- Special operational equipment.
- Marine lifesaving and diving.
- Technical and informational.
- Moving and storing material.
- Construction materials.
- Barrier materials.

DEFENSE FINANCE AND ACCOUNTING SERVICE

1-116. DFAS, in coordination with DOD, the Treasury Department, Department of State, United States Agency for International Development, and the Federal Reserve Bank, provides the instrument of economic power during theater military operations. It is responsible for the support of theater-level financial data collection through a joint effort between the financial management community, contracting personnel, and the use of applicable finance information systems. It coordinates with and assists the theater Army G-8, corps G-8, division G-8, and FISC personnel in ensuring the proper recording, analyzing, verifying, and reporting of financial data associated with Army activities. It provides guidance on the proper use, safeguarding, and disbursement of public funds in support of theater operations, and it may provide liaison personnel to augment theater financial management staffs and in establishing theater accounting requirements. The role of DFAS is to direct the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, operations, and systems and ensure their proper relationship with other DOD functional areas (for example, budget, personnel, logistics, acquisition, or civil engineering).

UNITED STATES ARMY FINANCIAL MANAGEMENT COMMAND

1-117. The United States Army Financial Management Command coordinates, integrates, and synchronizes financial management between strategic partners and the operational and tactical Army levels. This direct reporting unit is responsible for the delivery of Army-wide financial operations policy and functions; these include systems support, audit and compliance support, finance operations support, pre-deployment training, ecommerce support, and Army enterprise resource planning systems business process standardization support. United States Army Financial Management Command also provides financial management technical coordination at the theater level and operational oversight for finance operations. See JP 3-80 and FM 1-06 for additional information.

DEFENSE CONTRACT MANAGEMENT AGENCY

1-118. The Defense Contract Management Agency may be directed to provide administrative contract services for contracts awarded by all DOD components, other designated federal and state agencies, and foreign governments.

1-119. The Defense Contract Management Agency is responsible for assuring that procured materiel and services are satisfactory and delivered when and where needed. It is a separate agency under DOD and deploys its own command structure when supporting contingency operations. It provides significant reach-back support for a sustainment command during operations requiring contracting services. It will require logistics support from theater Army or corps units within the AOR.

UNITED STATES ARMY MATERIEL COMMAND

1-120. USAMC provides technology, acquisition support, materiel development, logistics power projection, and sustainment to the total force. USAMC manages the global supply chain by synchronizing logistics and sustainment activities across the Army while also providing support to joint and multinational partners across commodities. It assists the CCDR in shaping the OE to support the CCDR's overall objectives to include sustainment maintenance support. USAMC handles most of the Army's contracting services for deployed units in coordination with the theater Army, TSC G-4, G-8, and TSC DMC. It executes contracting support through its subordinate contracting support brigade (CSB), Army field support brigade (AFSB), and LOGCAP. USAMC also provides installation-level services, supplies, and common-use information technology hardware and software. USAMC also maintains APS, both on land and afloat.

Army Sustainment Command

1-121. Army Sustainment Command (ASC) integrates and synchronizes the delivery of USAMC and materiel enterprise capabilities at echelon from the strategic to the tactical level. It delivers materiel readiness, force generation, power projection, and sets the conditions for future readiness at home station. ASC forward stationed capabilities provide C2 to all USAMC assets in theater and shape the logistics environment and help set the theater to accelerate force reception into theater. Deployable logistics support elements provide corps and divisions the ability to rapidly integrate the delivery of USAMC capabilities into the theater at echelon for responsive support to warfighter priorities. It serves as the Army's lead materiel integrator, identifying excess and obsolete major end items and providing disposition instructions to units. It is responsible for integrating logistics support with strategic partners and links the national sustainment base with the expeditionary Army. Major mission areas include logistics synchronization in support of the Army Regionally Aligned Readiness and Modernization Model, APS, materiel management, and LOGCAP. Mission execution is through a global network of organizations to include the ASC staff, AFSBs, Army field support battalions, logistics readiness centers, and logistics support elements embedded in units from brigade to corps. See FM 4-0 for additional information on ASC and ATP 4-98 for the AFSB, its subordinate units, and operations.

U.S. Army Security Assistance Command

1-122. U.S. Army Security Assistance Command leads the USAMC Security Assistance Enterprise. It enables security cooperation, military engagement, and other activities conducted to build partner capacity and support and strengthen U.S. global partnerships. The command acts as the primary entry point for Army materiel, service-related, and non-institutional foreign military sales and security assistance requirements as requested by partner nations to enable CCMD strategic priorities.

USAMC Life Cycle Management Commands

1-123. USAMC provides logistics, technology, acquisition support, and selected logistics support to Army forces as well as USAMC-related common support to other Services and multinational and interagency partners. This is accomplished principally through national-level maintenance and supply programs managed and executed by the life cycle management commands (LCMC) that are OPCON to AFSBs when deployed. LCMCs are the USAMC organizations with responsibility to mobilize and deploy sustainment-level maintenance forward repair activities from CONUS LCMC depots and arsenals. LCMCs conduct theater-level contingency planning with USAMC, ASC, and TSCs during deliberate planning to set the theater. These USAMC LCMCs include USAMC staff as well as related Assistant Secretary of the Army for Acquisition, Logistics, and Technology program executive office and program management offices. Together, these elements work to ensure support for fielded weapon systems and equipment for their entire life cycle. Program executive office and program management staffs often work in the same office or on the ground in the field along with USAMC LCMC item managers and other technical support personnel. The following paragraphs discuss the USAMC LCMCs.

1-124. U.S. Army Communications-Electronics Command: This command develops, acquires, fields, and sustains Army communications systems. It provides significant technical support capabilities to deploying and deployed Army forces.

1-125. U.S. Army Tank-automotive and Armaments Command: This command develops, acquires, fields, and sustains Soldier and ground systems for the operational Army through the integration of effective and timely acquisition, logistics, and cutting-edge technology.

1-126. U.S. Aviation and Missile Command: This command develops, acquires, fields, and sustains aviation, missile, and unmanned vehicle systems, ensuring system readiness with seamless transition to operations. It transitions science and technology into aviation, missile, and unmanned vehicle systems.

1-127. The Joint Munitions and Lethality LCMC: This command develops, acquires, fields, and sustains ammunition for the joint force. Core competencies include: research, development, and engineering; acquisition and program management; logistics management; industrial operations; contracting; serving as the single manager for conventional ammunition executor and field operating activity; performing demilitarization and disposal of unserviceable stocks; conducting industrial base management and executing

transformation; providing real time munitions readiness reporting; maintaining worldwide asset visibility; centrally managing ammunition; and providing integrated lethality solutions.

1-128. U.S. Army Medical Logistics Command: This command is the USAMC LCMC for MEDLOG. It delivers and fields medical solutions (on behalf of the Army Medical Program Executive Office) and manages and sustains medical programs for operational forces. This command manages medical materiel and logistics services required to generate and deploy ready medical forces and sustain Army and joint health services. Core competencies include management of medical supply (class VIII), medical equipment and repair parts, MEDLOG operations that include theater-level MEDLOG support operations, medical equipment maintenance and recapitalization, optical fabrication, and the Army's globally employed centralized medical materiel readiness programs.

Logistics Civil Augmentation Program

1-129. LOGCAP is designed to support operations to shape and provide sustainment preparation of the OE. LOGCAP builds regionally aligned pre-awarded task orders for performance-based programs that are available for rapid responses to emerging events. The intent of LOGCAP is to provide broad, contracted sustainment support to CCMD joint operations, coalition partners, and other federal agencies to address theater Army regional and country planning requirements for setting the theater. LOGCAP is a preferred source for logistics support and is a required activity as part of the OCS market research before establishing a new contract.

1-130. The TSC ensures theater support and external contract support (the largest being LOGCAP-related task orders) actions are properly incorporated and synchronized with the overall concept of support. Contract support will often be used to augment other support capabilities by providing an additional source for required supplies and services. The TSC coordinates with the ASCC G-4, the AFSB, and the CSB for this support. The element planning LOGCAP is embedded within the AFSB and supports the development of Annex W (Operational Contract Support) that includes sustainment, theater distribution, stability operations, noncombatant evacuation operations, and DSCA operations. See ATP 4-10.1 and AR 700-137 for additional information.

Army Contracting Command

1-131. The United States Army Contracting Command, its subordinate organizations and contracting centers enable Army readiness in support of multidomain operations, providing expeditionary contracting and contract administration to deployed Army forces, including the LOGCAP executive director. It also provides contracting support supplies, services, and minor construction to garrison operations through its subordinate command, the Mission and Installation Contracting Command. The ACC's six major contracting centers along with its eight contracting support brigades can deploy worldwide on short notice to provide life cycle management, operational contract support planning, contract policy and oversight, contract execution, contract administration, and contract surveillance in support of deployed forces and contract closeout. For additional information, see ATP 4-71.

Health Service Support Mission

1-132. Within the theater, AHS support includes HSS and force health protection, which are critical capabilities embedded within formations across all warfighting functions. The force health protection mission falls under the protection warfighting function and will not be covered in detail in this publication. See FM 4-02 for a complete description of AHS support, the ten medical functions, and six AHS principles.

1-133. Medical commanders and surgeons at the theater Army echelon utilize medical C2 to tie both force health protection and HSS support together within their echelons as they plan, coordinate, synchronize, and integrate AHS support to set and maintain the theater. Medical commanders ensure all ten medical functions are included in running estimates, OPLANs, and OPORDs.

1-134. Army HSS is support and services performed, provided, and arranged by Army Medicine to promote, improve, conserve, or restore the behavioral and physical well-being of personnel by providing direct patient care that includes medical treatment (organic and area support) and hospitalization, medical evacuation to include medical regulating, and MEDLOG to include blood management (FM 4-02).

Additionally, as directed, the AHS provides support to other Services, agencies, and organizations. The AHS executes four theater medical tasks: treatment of patients, establishing and managing theater evacuation, hospitalization, and conducting AHS support within theater medical regulation.

Medical Treatment (Organic and Area Support)

1-135. Medical treatment (organic and area support) is provided by the combat medic at point of injury or casualty collection point or by the physician, physician assistant, or combat medic specialist in the Role 1 medical treatment team, squad, or battalion aid station. Role 2 medical support is provided by the medical company (brigade support) assigned to the brigade combat team. The medical company (area support), which is an asset at echelons above brigade, provides Role 1 and 2 medical care for all units in the supported area that do not have organic medical treatment assets. Forward resuscitative surgery is also a primary task of medical treatment, providing damage control surgery capability close to the point of injury or wounding. For more information on medical treatment, refer to FM 4-02, ATP 4-02.6, ATP 4-02.4, and ATP 4-02.25.

Medical Evacuation (To Include Medical Regulating)

1-136. The medical evacuation (to include medical regulating) function encompasses three components: The theater evacuation policy; evacuation of Soldiers from the point of injury or wounding to a medical treatment facility (MTF) staffed and equipped to provide essential care in the AO and further evacuation from the AO to provide definitive, rehabilitative, and convalescent care in CONUS; and medical regulating.

Theater Evacuation Policy

1-137. The theater evacuation policy is established by the Secretary of Defense, with the advice of the Joint Chiefs of Staff, and upon the recommendation of the CCDR. Theater evacuation policy is a command decision indicating the length in days of the maximum period of non-effectiveness that patients may be held within the command for treatment, and the medical determination of patients that cannot return to duty status within the period prescribed requiring evacuation by the first available means, provided the travel involved will not aggravate their disabilities or medical condition. See ATP 4-02.2 for further details.

Hospitalization

1-138. Hospitalization within the theater Army is conducted mainly within the corps with Role 3 hospitals such as the hospital center (240 bed) or combat support hospital (248 bed) from the MEDBDE (SPT). Joint terminology defines an MTF as a facility established for the purpose of furnishing medical and/or dental care to eligible individuals (JP 4-02). The Army defines an MTF as any facility established for the purpose of providing medical treatment. This includes battalion aid stations, Role 2 facilities, dispensaries, clinics, and hospitals (FM 4-02). A hospital is an MTF capable of providing inpatient care. It is staffed and equipped to provide diagnostic and therapeutic services, as well as the necessary supporting services required to perform its assigned mission and functions. In addition, a hospital may discharge the functions of a clinic. Often, the terms hospital and MTF are misused interchangeably. Though Roles 1-3 are considered MTFs, a Role 3 hospital provides hospitalization while Roles 1 and 2 MTFs do not provide all of the capabilities included in hospitalization; therefore, Role 1 and 2 MTFs are not hospitals. For more information on hospitalization, refer to FM 4-02 and ATP 4-02.10.

1-139. Hospitalization within the theater Army provides essential care within the theater evacuation policy to either return a patient to duty or stabilize a patient for evacuation to a definitive care facility outside the AO. These highly robust services encompass primary inpatient and outpatient care, emergent care, and enhanced medical, surgical, and ancillary capabilities. Inpatient refers to a person admitted to and treated within a Role 3 and 4 hospital and who cannot be returned to duty within the same calendar day (ATP 4-02.10). An outpatient is a person receiving medical or dental examination and/or treatment from medical personnel and in a status other than being admitted to a hospital. Included in this category is anyone who is treated and retained (held) in an MTF (such as a Role 2 facility) other than a hospital (ATP 4-02.10). The modular design of the Role 3 hospital provides the capability for medical planners to tailor and deploy capabilities as modules or multiple individual capabilities that provide incrementally increased medical services. The Role 3 hospital may be augmented by one or more medical detachments, hospital augmentation teams, or medical teams designed to enhance its capabilities to provide HSS within the theater Army AO.

Medical planners should consider establishing the minimum amount of hospital modules as possible to accomplish the hospitalization mission in order to have hospitalization assets available to immediately move and set-up Role 3 capabilities at another location. This will ensure hospitalization is continuously provided and allows the setup Role 3 to tear down and move to the new location.

Medical Regulating

1-140. *Medical regulating* refers to the actions and coordination necessary to arrange for the movement of patients through the roles of care and to match patients with a medical treatment facility that has the necessary health service support capabilities and available bed space (JP 4-02). This system is designed to ensure the efficient and safe movement of patients. For more information on medical regulating, refer to ATP 4-02.2.

Medical Logistics (To Include Blood Management)

1-141. The MEDLOG (including blood management) function encompasses a system for planning and executing all Class VIII supply support. The system is anticipatory, with select units capable of operating in a split-based mode. For more information on MEDLOG and blood management, refer to FM 4-02 and ATP 4-02.1.

MEDICAL COMMAND (DEPLOYMENT SUPPORT)

1-142. The MEDCOM (DS) serves as the theater medical command responsible for identifying and evaluating health care requirements throughout the AO. Within the MEDCOM (DS) AO, medical resources may be dispersed over extended distances and may include areas with increased patient densities, transient troop populations, varying levels of hostility, and significantly different health care requirements. To successfully execute medical operations, the MEDCOM (DS) commander must rapidly task-organize and reallocate medical assets across command and geographical boundaries. This ability is crucial to optimize the use of scarce medical resources. Within the current AHS force structure, the MEDCOM (DS), MEDBDE (SPT) and subordinate medical units are task-organized based on the size, complexity, and duration of the operation and the population supported. See FM 4-02 for further details.

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Chapter 2

Sustainment Commands

Chapter 2 discusses the TSC, its organizational structure, and staff. This chapter also discusses theater augmentation elements and groups assigned to the TSC or ESC, which perform direct support for a joint or multinational headquarters or conduct a specific theater function for theater opening. Chapter 2 concludes with a discussion on OCS and the responsibilities of various units to execute the OCS process.

THEATER SUSTAINMENT COMMAND

Theater Sustainment Command

- Synchronizes, coordinates, and integrates intratheater sustainment support.
- Plans and synchronizes intratheater sustainment operations at the operational level of warfare.
- Assigned to a theater Army.
- General support to Army forces.
- Executes missions throughout the AOR.

2-1. The TSC is a theater enabling command which connects strategic enablers to tactical formations. The TSC integrates and synchronizes sustainment support to Army and unified action partners conducting a range of military operations across a multidomain extended battlefield. The TSC is a tailorable headquarters task organized to support multidomain operations and command subordinate sustainment organizations. It can be augmented as necessary with a combination of both functional and multifunctional logistics units based on the mission. The TSC's role is that of the Army's command for planning, coordinating, integrating, and synchronizing sustainment in the AOR. It is a theater-committed asset assigned to the ASCC responsible for looking across the AOR to conduct sustainment preparation of an OE and integrate sustainment with unified action partners.

2-2. The TSC manages requirements for sustainment and the physical flow of forces, equipment, and cargo to meet the daily operational requirements of the ASCC. Working in conjunction with the joint deployment and distribution operations center (JDDOC) and other strategic enablers, the TSC establishes priorities, monitors intertheater movements, and identifies and resolves problems to reduce interference in the intratheater distribution network. The TSC provides guidance to strategic partners when conflicting priorities exist between operational areas. The command ensures the information flow from strategic deployment, distribution, and sustainment partners is accurate, timely, and adequate to support the actions of theater sustainment forces.

2-3. The TSC may monitor sustainment operations across an AOR from a home station C2 center utilizing an attached ESC as a forward CP or through a deployed CP. It may also establish a forward CP in an operational area to monitor operations until an attached ESC or other sustainment organization assumes responsibility. If either the TSC or ESC does not deploy into theater, the forward sustainment CP (TSC or ESC) may need additional augmentation to assume some of the roles for which the non-deployed CP would have been responsible. Chapter 5 of this ATP discusses TSC and ESC CP variations in further detail.

2-4. The TSC has four operational responsibilities to forces in theater:

- *Theater opening* – The ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system and sustainment bases, and to facilitate throughput for reception, staging, and onward movement of forces within a theater of operations (ADP 4-0).
- *Theater distribution* – The flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's mission (JP 4-09).

- *Sustainment* – The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0).
- *Theater closing* – The process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities (ADP 4-0).

2-5. The TSC commands and controls assigned and attached functional and multifunctional task-organized sustainment units throughout an AOR. It plans and coordinates sustainment support to Army forces and, when directed, to other unified action partners.

2-6. An ESC may both be attached to the TSC, or theater Army and assigned to the corps within a subordinate AO or JOA within the geographic theater. When attached to the TSC, the ESC typically executes the sustainment mission for the TSC throughout the AOR. When an ESC is attached to a field army or assigned to a corps, it focuses on sustaining the specific AO or JOA and only has a coordinating relationship with the TSC. During large-scale combat operations, multiple ESCs may be operating in the same theater. One or more ESCs could be attached to the TSC or field army and one or more ESCs could be assigned to a corps. In such circumstances, the TSC sets the conditions for successful sustainment and distribution operations and advises the theater Army commander and strategic partners on potential priority conflicts between the wider AOR and a specific JOA, or between JOAs. The TSC maintains oversight of sustainment operations throughout the AOR and coordinates directly with its ESC and others in the AOR through sustainment information systems. This capability provides the TSC commander with the AOR focus necessary to provide effective operational-level support to Army or JTF missions. The TSC may employ multiple ESCs within the theater to manage the distribution mission; support RSO; execute distribution between APODs and SPODs or other key logistics nodes; and provide any support necessary to any AO or JOA within the theater. Figure 2-1 depicts a TSC staff organization and additional staff capabilities.

2-7. The TSC headquarters has additional functional capabilities through the augmentation of a TPOC, human resources operations branch (HROB), FISC, and theater movement control element (TMCE). The TSC headquarters may also be augmented with a railway planning and advisory team (RPAT) or a petroleum liaison team as required. The TSC headquarters is dependent on support from an expeditionary signal battalion, a support maintenance company, a medical company (area support), and a field feeding company.

TSC Roles and Functions

2-8. As the Army's senior logistics headquarters within an AOR, the TSC's responsibilities include sustainment preparation of OEs within the AOR and providing EA support for designated logistics and services to other government agencies, multinational forces, and nongovernmental organizations. For further details on the TSC, see FM 4-0 and ATP 3-93.

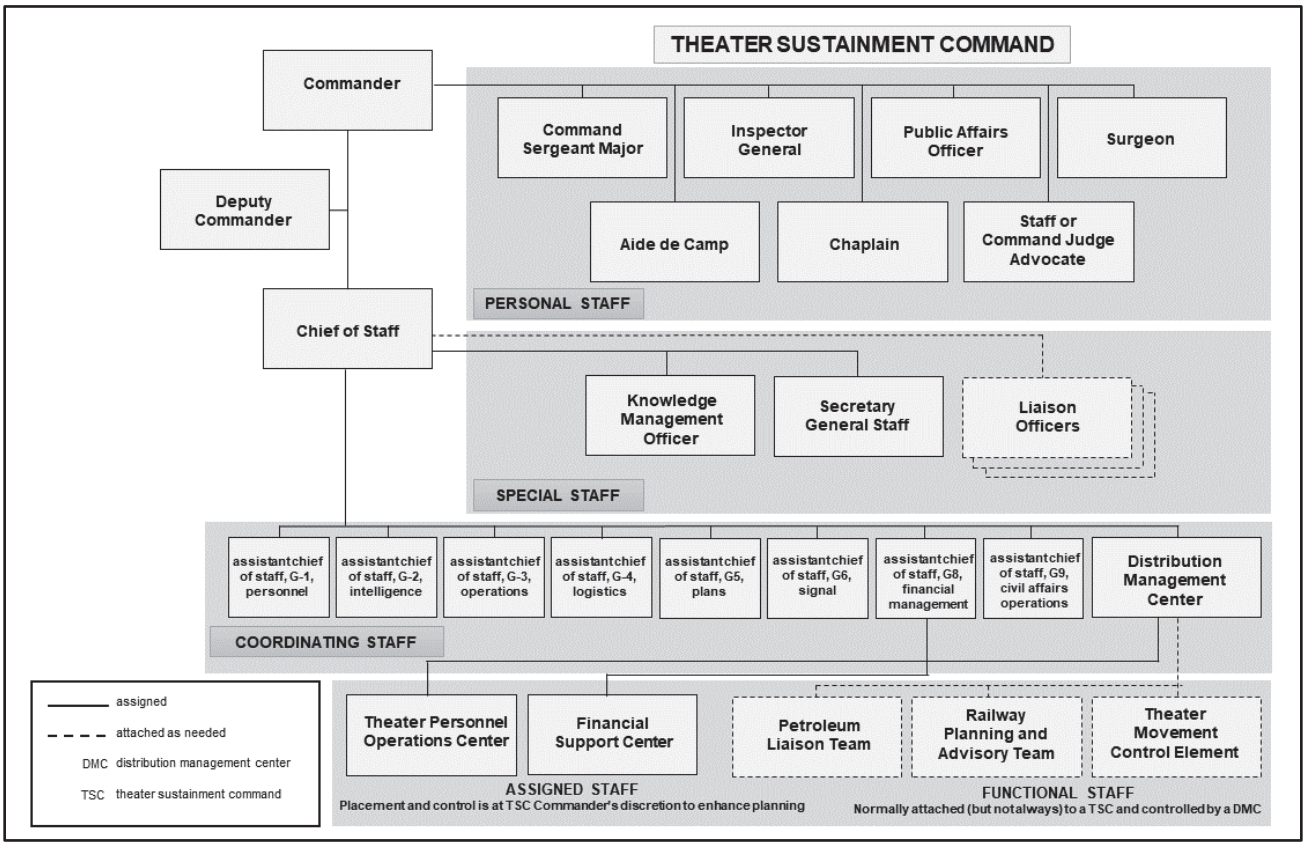


Figure 2-1. Theater sustainment command staff with additional staff capabilities

ROLE OF THE TSC COMMANDER

2-9. The TSC commander is the sustainment integrator for the theater and exercises C2 to execute the theater Army support concept. The TSC commander conducts C2 by conducting the operations process and issuing OPORDs to subordinate units. The concept of operations section of the OPORD describes tasks to subordinate units to accomplish the support mission. The TSC commander, when serving in the role as the theater Army deputy commanding general (support), is responsible for overseeing the development of the theater Army concept of support that specifies how capabilities will be delivered over time, identifying who is responsible for delivering those capabilities, and defining the critical sustainment tasks necessary to achieve objectives. The TSC staff may assist the theater Army G-4 (upon request) with information required to complete the theater Army OPORD. The TSC commander may also coordinate with strategic providers for support as directed by the theater Army commander. The TSC commander and staff responsibilities for sustainment plans and operations include the following:

- Coordinate with the GCC and staff to understand the theater Army mission.
- Develop and disseminate OPORDs to subordinate units. Each OPORD must contain a concept of operations that specifies tasks for subordinate units and clearly delineates command and support relationships as specified in the theater Army OPORD.
- Execute C2 over all assigned and attached sustainment units.
- Assume TACON for movement of units in transit from the port to the tactical assembly area.
- Develop sustainment estimates to assess the current operational concept and make changes to the concept as required.
- Communicate critical sustainment requirements in priority order to higher headquarters.
- Identify and communicate critical capability shortfalls to the theater Army commander and staff.

- Provide recommendations for sustainment unit placement to the theater Army staff.
- Provide recommendations for main and alternate supply routes to the theater Army staff.
- Provide logistics status reports to the theater Army staff in accordance with the theater Army reporting standard operating procedures (SOPs).
- As directed by the theater Army commander, coordinate support from strategic providers in accordance with the theater support priorities.
- Provide Army support to other Services as directed by the theater Army.
- Assume the role of deputy commanding general (support) for the theater Army.

TSC COMMAND GROUP

2-10. A *command group consists of the commander and selected staff members who assist the commander in controlling operations* (FM 6-0). The command group's organization supports the commander's decision-making and leadership requirements while enabling the commander to accomplish critical C2 warfighting function tasks (see ADP 3-0 for further details on C2 tasks). The command group conveys the commander's intent, from which staffs support the commander in understanding, visualizing, and describing an operational environment (OE); making and articulating timely decisions; and directing, leading, and assessing operations. Staffs make recommendations and prepare plans and orders for their commander. Staff products consist of timely and relevant information and analysis, such as that found in the running estimates. Staffs use knowledge management to extract that information from the vast amount of available data. Staffs synthesize this information and provide it to the TSC commander as running estimates to help build and maintain their situational understanding. Staffs establish and maintain a high degree of coordination and cooperation with the staff of their subordinate echelons and establish mutual working relationships with their counterparts in other organizations that empower leaders at lower echelons to take disciplined initiative and make effective decisions.

TSC PERSONAL STAFF

2-11. Personal staff officers normally work under the immediate control of, and have direct access to, the commander at the commander’s discretion. The role of the personal staff is to advise the commander within their fields of expertise. The TSC commander establishes guidelines or gives specific guidance to personal staff officers to inform or coordinate with the chief of staff or other members of the staff on issues. The personal staff includes the aide-de-camp, command sergeant major, chaplain, inspector general, public affairs officer, safety officer, staff judge advocate, and surgeon. For further details, see FM 6-0.

TSC SPECIAL STAFF

2-12. The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions. Although special staff personnel are not integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff’s actions. The chief of staff usually exercises coordinating staff responsibility over those special staff officers without a coordinating staff officer. The TSC’s special staff includes staff elements such as: air and missile defense officer; air LNO; aviation officer; chemical, biological, radiological, and nuclear (CBRN) officer; and electronic warfare officer (see MTOE for complete listing).

2-13. The role of special staff officers is to assist and advise the TSC commander and members of the staff within their professional or technical specialized areas. For further details on TSC special staff, see ATP 6-01.1, FM 6-0, FM 1-04, FM 3-61, and FM 4-02.

TSC COORDINATING STAFF

2-14. The chief of staff acts as the commander's principal assistant who directs, coordinates, supervises, and trains the staff. The chief of staff ensures that the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units). Coordinating staff officers are the commander's principal assistants who advise, plan, and coordinate actions

within their areas of expertise or in a particular warfighting function. Coordinating staff officers may also exercise planning and supervisory authority over designated special staff officers as the commander chooses.

2-15. The coordinating staff consists of the following positions:

- G-1.
- Assistant chief of staff, intelligence (G-2).
- G-3.
- G-4.
- Assistant chief of staff, plans (G-5).
- Assistant chief of staff, signal (G-6).
- G-8.
- Assistant chief of staff, civil affairs operations (G-9).
- SPO officer (DMC).

Assistant Chief of Staff, G-1/Personnel

2-16. The assistant chief of staff (ACOS) G-1/ Personnel section is comprised of four sub-sections:

- Operations Section.
- Personnel Accounting and Strength Reporting and Personnel Information Management Section.
- Policy Section.
- Essential Personnel Services Section.

2-17. The ACOS G-1's primary role is to provide HR support for the TSC. In doing so, the G-1 prepares and integrates all HR plans, annexes, and estimates for the command. The TSC G-1 also maintains visibility of and anticipates personnel movements (replacements and casualties) through the competition phase as it transitions to the larger scale and more rapid tempo of the large-scale combat operations fight.

2-18. The G-1 establishes, monitors, directs, and assesses HR support for units assigned or attached to the command. This staff section provides advice and assistance to subordinate unit S-1 sections on HR matters, monitors personnel readiness of the sustainment command, implements HR policies, and directs HR systems and support to commanders and Soldiers. The G-1 analyzes and advises the commander on the TSC personnel readiness posture and establishes, maintains, and manages the command personnel distribution program. The ACOS G-1 collects, summarizes, and analyzes information for preparing personnel estimates, projecting replacement requirements, and recommending replacement priorities. For more information, refer to ATP 1-0.1 and ATP 1-0.2.

Assistant Chief of Staff, G-2/Intelligence

2-19. The ACOS, G-2 is the principal staff officer for the intelligence warfighting function for the command. The G-2 is responsible for the intelligence preparation of the battlefield process, which supports sustainment preparation of the OE. The G-2 oversees sensitive compartmentalized information reception, transmission, storage and the command security program. The G-2 staff section, comprised of a single branch working in direct coordination with the G-3 CUOPS section, is responsible for leading the intelligence preparation of the battlefield process and supporting sustainment preparation of the OE. The G-2 is also responsible for preparing Annex B (Intelligence) and assists the ACOS, G-3 in preparing Annex L (Information Collection). See FM 2-0, ATP 2-01.3, and FM 6-0.

Assistant Chief of Staff, G-3/Operations

2-20. The ACOS, G-3 is the principal staff officer for the movement and maneuver warfighting function and is responsible for plans and operations. The G-3 and staff prepare, coordinate, authenticate, review, publish, and distribute written OPORDs and plans. This includes the command SOP, plans, orders (including fragmentary orders and warning orders), exercises, terrain requirements, and products involving contributions from other staff sections. The G-3 coordinates and integrates information collection and allocates resources. The G-3 establishes, oversees, and supervises staff activities of the CP. The G-3

operations section consists of four elements: CUOPS, future operations, training and exercise and the force development branch.

2-21. The CUOPS section is responsible for assessing current operations while regulating forces and warfighting functions in accordance with the mission, commander's intent, and concept of operations. The CUOPS section forms the nucleus of the COIC and displays the common operational picture (COP) for the CP.

2-22. The future operations section is responsible for synchronizing warfighting functions in the mid-range planning horizon and adjusts the current operation, including the positioning of forces that facilitate continuation of the current operation. In addition, the section assesses whether ongoing operations must be modified to achieve the current phase's objectives.

2-23. The training and exercises section coordinates, directs, and executes training and exercises for the command. This section will assist in conducting mission rehearsals and planning using a model to simulate operations and to use as a tool for after action reports. See FM 7-0 for more information on training.

2-24. The force development branch is responsible for force accounting, force modernization, force integration, manpower allocation, and manpower utilization for the command. The branch coordinates total package fielding of new equipment and provides training on the new equipment. It also manages emerging equipment requirements submitted under the established Army and joint request processes (such as an operational need statement). See FM 6-0 and ADP 5-0 for more information on these functions. Figure 2-2 below depicts a typical organization within the ACOS, G3, Operations.

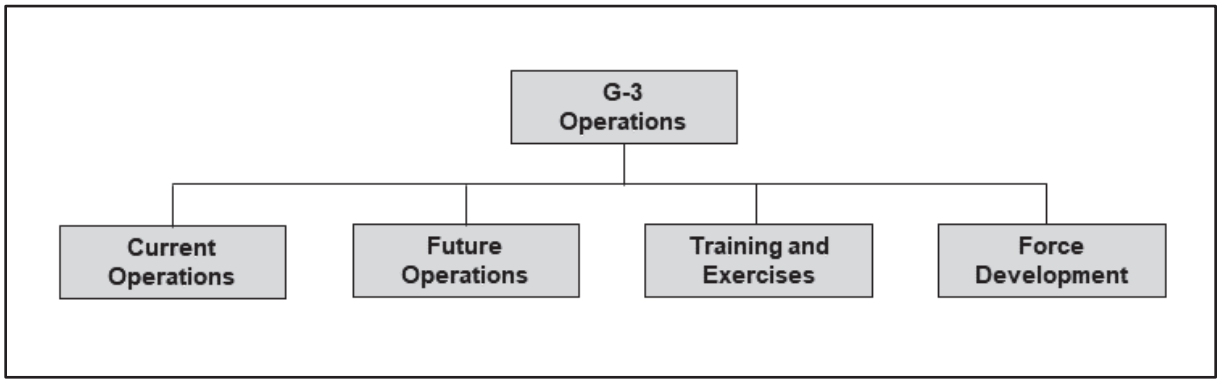


Figure 2-2. Assistant chief of staff, operations

Assistant Chief of Staff, G-4/Logistics

2-25. The ACOS, G-4 is the principal staff officer for internal logistics support of the TSC. The G-4 is responsible for developing, coordinating, and monitoring plans, policies, procedures, and programs for supply, maintenance, transportation, field services, field feeding, and facilities. The G-4 staff section will determine logistics requirements for subordinate units, monitor the units' logistics posture, monitor and analyze subordinate unit equipment readiness statuses, and establish support priorities in accordance with the commander's priorities and intent. Other responsibilities include, but are not limited to—

- Developing the logistics plan with the G-3 to support operations.
- Coordinating with the G-3, G-2, and engineer officer to requisition cataloged topographic foundation data and existing mission-specific data sets from DLA.
- Coordinating the selection of main supply routes and logistic support areas (with the engineer officer) and recommending them to the G-3.
- Developing Annex F (Sustainment), Annex P (Host-Nation Support), and Annex W (Operational Contract Support) of the OPORD.

2-26. Within the G-4 staff are engineer personnel responsible for general engineering and infrastructure management such as planning and management of fixed facilities and coordination of construction, utilities, and real estate for the command. The engineer staff supports general engineering planning, conducts

construction site surveys for sustainment activities in a support area, and supports the joint acquisition review board and facilities utilization board package submissions. The staff is the subject matter expert on facilities and essential services and can take the lead on leveraging the United States Army Corps of Engineers facility and utility expertise. The engineering staff also assists with providing information to the G-4 to request the appropriate engineer units for construction projects (new construction, repairs, or maintenance).

2-27. The G-4 staff works closely with the DMC OCS branch to monitor contract performance and assist the contracting officer in the contract administration process. The TSC G-4 performs requirements determination tasks in support of military operations in coordination with other staff sections and subordinate units. Requirements determination actions begin with the decision, based on the results of the support planning process, that a unit's support requirements (supply, service, or minor construction) exceed current or projected military abilities and will need to be fulfilled through commercial support contracts. Additional information on the OCS branch is provided later in this chapter and in ATP 4-10.

2-28. Although there are commonalities between each of the coordinating staff functions for sustainment, the ACOS, G-4 has an expanded role as the principal staff officer for sustainment plans and operations, supply, maintenance, transportation, services, and OCS. The ACOS, G-4 has coordinating staff responsibility for the G-1, G-8, transportation officer, and the surgeon. For further details, see FM 6-0.

Assistant Chief of Staff, G-5/Plans

2-29. The ACOS, G-5 is the principal staff officer for planning operations within the TSC's long-range planning horizon. The G-5 provides sustainment input to theater Army campaign support plans, OPLANs, CONPLANs, and concepts of operation. Additionally, the G-5 develops and maintains assessment methodologies to allow quantitative analysis of the commander's lines of effort. The G-5 section is composed of an assessments officer, an operations research systems analyst, plans officers, and operations personnel.

2-30. The G-5 staff integrates with joint, interagency, intergovernmental, and multinational and strategic enablers to shape the AOR to support the theater Army and CCMD theater campaign, or when designated, the coalition forces land component as required. This staff section ensures campaign support plans, OPLANs, CONPLANs, and concepts of operations are developed with guidance and input on sustainment from the TSC. This input includes future posture of forces, footprints, and agreements. The G-5 integrates with the internal G-9 and DMC planning processes to keep the other TSC staff sections informed regarding planning efforts as they may increase demands on theater sustainment capabilities and the distribution network. The G-5 is responsible for Annex A (Task Organization), Annex C (Operations), and Annex M (Assessment) for TSC OPLANs. For further details, see FM 6-0.

2-31. The G-5 operations research systems analyst serves as the assessment officer and provides decision support analysis to the commander and the staff. The operations research systems analyst establishes and maintains the TSC's assessment methodology and framework for the staff to provide quantitative feedback on the commander's lines of effort. This feedback facilitates the planning necessary to sustain future operations. This officer provides decision support analysis to the commander and the staff through lean six sigma processes, rapid improvement initiatives, cost-benefit analyses, effects assessments, campaign assessments, logistics support analyses, organizational systems analyses, and resource allocation. The operations research systems analyst may be considered as a special staff officer when designated by the commander.

2-32. The strategic plans and policy officer performs four unique functions: strategic appraisal, strategic and operational planning, unified action partner integration, and strategic education. This staff officer enables the TSC to iteratively reassess and adjust operations and plans to meet complex situations.

Assistant Chief of Staff, G-6/Signal

2-33. The ACOS G-6 is the principal staff officer for integrating and managing sustainment command network operations, enterprise management, network assurance, and content management, and the coordination and implementation of theater Army communications security policies and guidance. The G-6 is responsible for developing the primary, alternate, contingency, and emergency (PACE) plan for communications and interfaces with the theater Army G-6 to create and update signal operations assessments to refine the theater communications support plan outlining the establishment, maintenance, and defense of

the communications and network architecture. In addition, the G-6 provides information management (less logistics-related support) to the command and technical and administrative support to all assigned or attached personnel and units. The ACOS G-6, is the principal staff officer for integrating and managing command network operations and enterprise management, network assurance, and content management. Additionally, the G-6 is responsible for providing technical and administrative support to all assigned and attached personnel and units.

2-34. The G-6 has three branches consisting of network management, network assurance, and content management. The network management branch is responsible for network-wide administration of distributed information systems through performance monitoring, configuration management, and problem detection and resolution. This branch also implements directed actions to protect, monitor, analyze, detect, and respond to unauthorized activity within DOD information systems and computer networks.

2-35. The network assurance branch is responsible for maintaining and implementing network defense initiatives, policies, procedures, antivirus defense, and compliance with Information Assurance Vulnerability Alert procedures. In addition, the branch is responsible for planning and executing measures that protect and defend information and information systems by ensuring their confidentiality, integrity, availability, authentication, and non-repudiation. See ATP 6-02.71 for more information on network operations.

2-36. The content management branch is responsible for establishing priorities for information collection and reporting using the commander's critical information requirements, updated intelligence assessments and products from the commander's operations area, emerging operational information, and public affairs guidance. Additional responsibilities include developing policy and procedures to govern information flow, directing subordinate forces to create mission information exchange requirements and user profiles, and incorporating standard information requirements into communications capacity planning. See FM 6-0 for more on information management. For further details on signal integration into theater operations, see ATP 6-02.45, ATP 3-93, and FM 4-0.

Assistant Chief of Staff, G-8/Financial Management

2-37. The ACOS, G-8 is the principal staff officer responsible for resourcing requirements to facilitate theater-level sustainment operations. The G-8 coordinates, synchronizes, and validates funds for theater sustainment resource requirements and ensures the theater sustainment fiscal planning is incorporated into theater planning. The G-8 conducts the following functions:

- Provides financial management advice and budget estimates to the commander regarding TSC operational responsibilities.
- Conducts planning and synchronization with contracting and finance battalions in preparation for fiscal reviews by the Office of the Staff Judge Advocate.
- Receives funding from the theater Army G-8 and then distributes and controls funds, provides status of funds, and monitors obligation rates.
- Estimates, tracks, and reports costs for specific operations to support data call requests to the theater Army G-8.
- Provides policy and fiscal guidance through the TSC orders process.
- Establishes the appropriate funded levels of support for ESC and sustainment brigades necessary to shape operations.

2-38. For further responsibilities of the ACOS, G-8, see FM 4-0, FM 6-0, and FM 1-06.

Assistant Chief of Staff, G-9/Civil Affairs Operations

2-39. The ACOS, G-9 is the principal staff officer responsible for planning, integrating, evaluating, and assessing civil considerations within the TSC’s military decision-making process (MDMP) and Army design methodologies. The planning encompasses both current and future operations.

2-40. The G-9, in conjunction with the G-2, integrates outputs of the civil information collection plan with results of the information collection plan to enable situational understanding, targeting, mitigation of civil interference, freedom of maneuver, restoration of essential services, and stability. Providing situational awareness helps the TSC commander visualize the OE to reach the ultimate goals of preventing future

conflict, maintaining the operating tempo, and preserving combat power. Data collection and analysis is a continuous process that keeps the TSC commander informed on the military's effect on civilians in operations and prepares the groundwork for transitioning operations from military to civilian control and preparing Annex K (Civil Affairs Operations) for OPORDs or OPLANs. For further details, see FM 3-57, ATP 3-57.70, and FM 6-0.

Support Operations Officer

2-41. The SPO officer is responsible for conducting distribution management for the TSC by integrating the functions of distribution integration, transportation, and materiel management and the sustainment functions of field services, maintenance, and OCS. It is the responsibility of the SPO officer to describe the operational area's sustainment situation to the TSC commander, enabling the commander to understand the environment and visualize future actions. The SPO officer must understand the complexity of the dynamics involved when coordinating distribution with multiple government, civilian, multinational, and joint Service entities.

2-42. Sustainment support at the TSC level requires the staff to recognize nuances in the operational situation and to respond accordingly. The DMC's effectiveness increases when the SPO officer develops and nurtures informal relationships with organizations that may not be within the unit's routine network of partners.

2-43. The SPO officer synthesizes analytical information and facts provided by the staff and creates a picture for the commander. The SPO officer uses professional judgment resulting from experience, education, and situational understanding to make recommendations to the commander. Examples of routine SPO officer tasks include the following:

- Translates the commander's operational priorities into priorities of sustainment support across the range of military operations.
- Verifies overall requirements for the supported force.
- Coordinates and supervises implementing policies and directives relative to supporting current and future operations.

2-44. The SPO officer and staff contributes to Annex F (Sustainment), Annex P (Host-Nation support), and Annex W (Operational Contract Support) to the OPORD or OPLAN in coordination with the theater Army G-4. See FM 4-0 for more information concerning SPO functions.

Department of the Army Civilians and Contractors

2-45. The TSC headquarters includes civilian and contractor personnel. Their numbers will likely increase as the Army moves toward deploying for a large-scale combat operation.

Department of the Army Civilians

2-46. The TSC staff includes DA Civilians in positions that normally require continuity such as historian, protocol, safety office, training division, special security office, budget office, and transportation.

2-47. The TSC headquarters may plan for DA Civilian deployment. Identifying emergency essential DA Civilians by the headquarters during deployment planning ensures key leadership and support positions remain filled throughout the operation. Emergency essential positions are those that meet two criteria: positions that cannot be converted to uniformed positions without a loss of continuity of performance, and positions required to ensure success of combat operations or to support combat-essential systems. Additionally, Civilian personnel may also volunteer. During military operations and once medically cleared, DA Civilians fall under the military chain of command. They continue to perform their specialty tasks such as evaluations, assignments, discipline, and recognition just as was done before deployment. The TSC headquarters is responsible for pre-deployment training, life support, and other support to include physical security for deploying DA Civilians. For more information, see AR 690-11.

Contractors

2-48. When acting as the requiring activity for contracted support, the TSC identifies and nominates qualified personnel to serve as contracting officer representatives (CORs). These representatives familiarize

themselves with the goods and services of the contracts and are trained, appointed, and managed by a warranted contracting officer. CORs ensure contractors provide the goods and services specified by contract, thereby ensuring the supported unit receives the support necessary to accomplish its mission.

2-49. Contractors are often used to augment core headquarters staff. While the scope and scale of the contracted staff support varies, it can include support services such as interpreters, intelligence analysis, and various administrative services. These staff augmentation contracts are not personal services contracts. Contractors provide service in support of a designated staff section per the terms and conditions of the individual contract. As such, these contractor employees remain under the supervision of their contract company management and do not report directly to the military or government Civilian staff lead. Contractor employees also have no authority to supervise military or government Civilian staff members, direct staff operations, or make decisions for the government. Also of importance, the staff must be prepared to serve as the requiring activity for these contracts to include developing contract support requirements packages and providing assistance in the contract execution oversight process. ATP 4-10 provides further guidance on requiring activity functions.

TSC TASK ORGANIZATION

2-50. The TSC is a headquarters with an organic special troops battalion (STB) and company headquarters. All other organizations that are either assigned or attached to the TSC are based on the unit's capabilities and mission requirements. Planners should consider all aspects of a deployed mission when determining which organizations to request in support of a specific operation.

2-51. In addition to an ESC headquarters, the following organizations, as well as those discussed under the assigned staff section above (TPOC, FISC, TMCE), are the most likely units attached to the TSC. The TSC can control a variety of units with differing command and support relationships based on the operational situation. The command relationship of any unit in the TSC task organization will depend on the expected longevity of the relationship between the headquarters involved and additional mission variables.

2-52. Most ESCs and sustainment brigades available for attachment to the TSC are in the Army National Guard (ARNG) and U.S. Army Reserve. Planners must consider mobilization timelines with mission variables when task organizing these units. When considering employment of Reserve Component units, planners must incorporate the time necessary for them to activate, mobilize, train, and deploy. Due to these timeline restrictions, ARNG and Army Reserve ESCs do not normally conduct early entry or rapid deployment operations. Figure 2-3 depicts a notional task organized TSC.

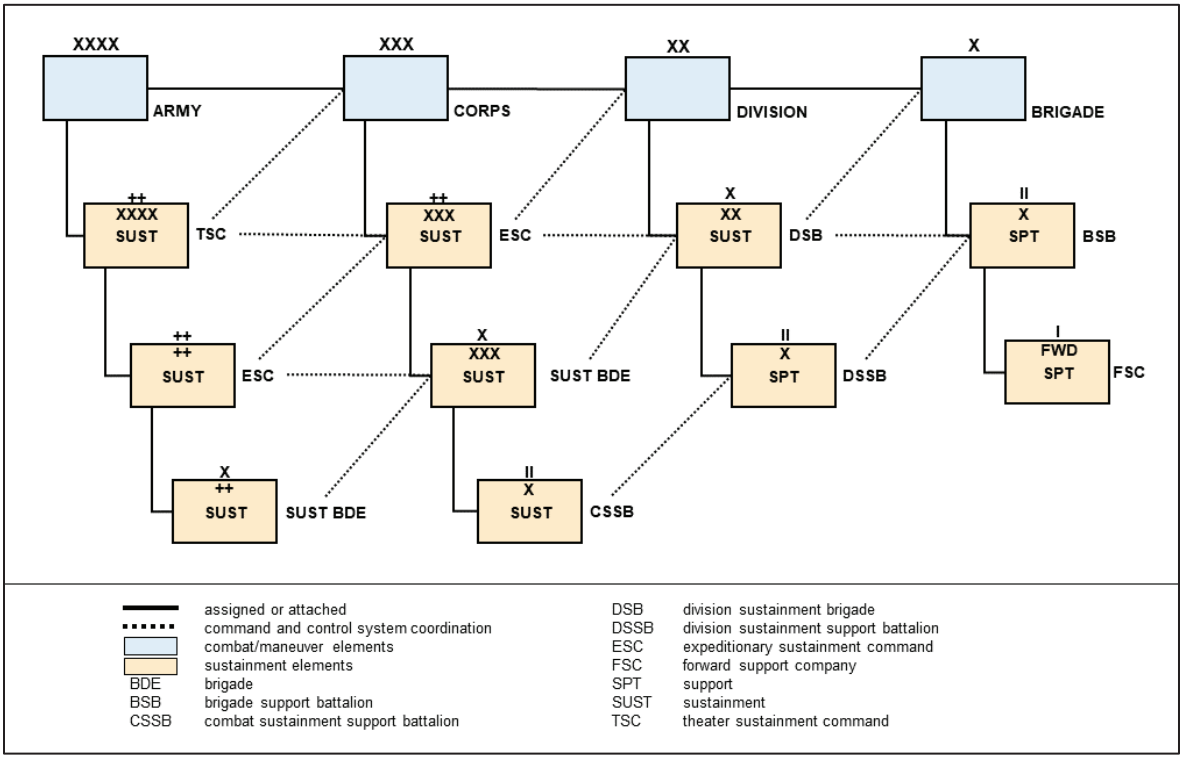


Figure 2-3. Notional employed theater sustainment command

EXPEDITIONARY SUSTAINMENT COMMAND

2-53. The ESC's role is that of the Army's command for planning, coordinating, integrating, and synchronizing sustainment in support of Army forces and, when directed, joint and multi-national forces. The role of the ESC attached to a TSC is to C2 all assigned and attached units in an operational area as directed by the TSC commander. For further details on the ESC, see FM 4-0.

2-54. The ESC headquarters may be task organized with attached sustainment brigades and functional and multifunctional logistics organizations supporting multidomain operations. The ESC's organizational structure mirrors that of the TSC and includes a personal staff, special staff, and a coordinating staff comprised of a G-1 through G-4, SPO, G-6, and G 8. There are three primary ways an ESC may be employed: attached to a TSC, attached to a field army, or assigned to a corps. The ESC that is attached to a TSC is typically task organized with many types of subordinate sustainment units. This ESC may include one or more sustainment brigades, a transportation brigade (expeditionary) (TBX), and a movement control battalion (MCB) to support theater opening, theater distribution, and theater closing operations. Figure 2-4 on page 2-12 reflects a typical ESC command structure.

Expeditionary Sustainment Command

- May be attached to a TSC or to a field army, or assigned to a corps.
- Includes one or more sustainment brigades, a transportation brigade (expeditionary), and a movement control battalion.
- Supports theater opening, theater distribution, and theater closing operations.
- Plans for near-term operations and synchronizes operational-level sustainment operations.
- Supports deployed forces in the AOR if assigned by the TSC, to enable the TSC to focus on the AOR theater wide.

2-55. At the theater echelon, one or more ESCs may be attached to a TSC. ESCs normally deploy in the AOR and provide C2 of logistics units when there are multiple deployed sustainment brigades (span of control) or when the TSC determines operational requirements require a TSC forward command presence.

This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions.

2-56. The ESC at the theater echelon in support of a TSC is distinct from other ESCs in that those attached to the TSC primarily support forces in the AOR that are not inside of a separate JOA or AO. The exception is that the TSC's ESC could provide distribution or throughput to forces or ESCs inside of a JOA or AO. Other functions of an ESC attached to a TSC include—

- Providing operational-level sustainment support to a JFC, JTF, or theater Army.
- Planning for near-term operations and synchronizing operational-level sustainment operations to meet the current and future operational requirements of the TSC.
- In coordination with the TSC, planning and executing sustainment, distribution, theater opening and closing, and RSO for Army forces.

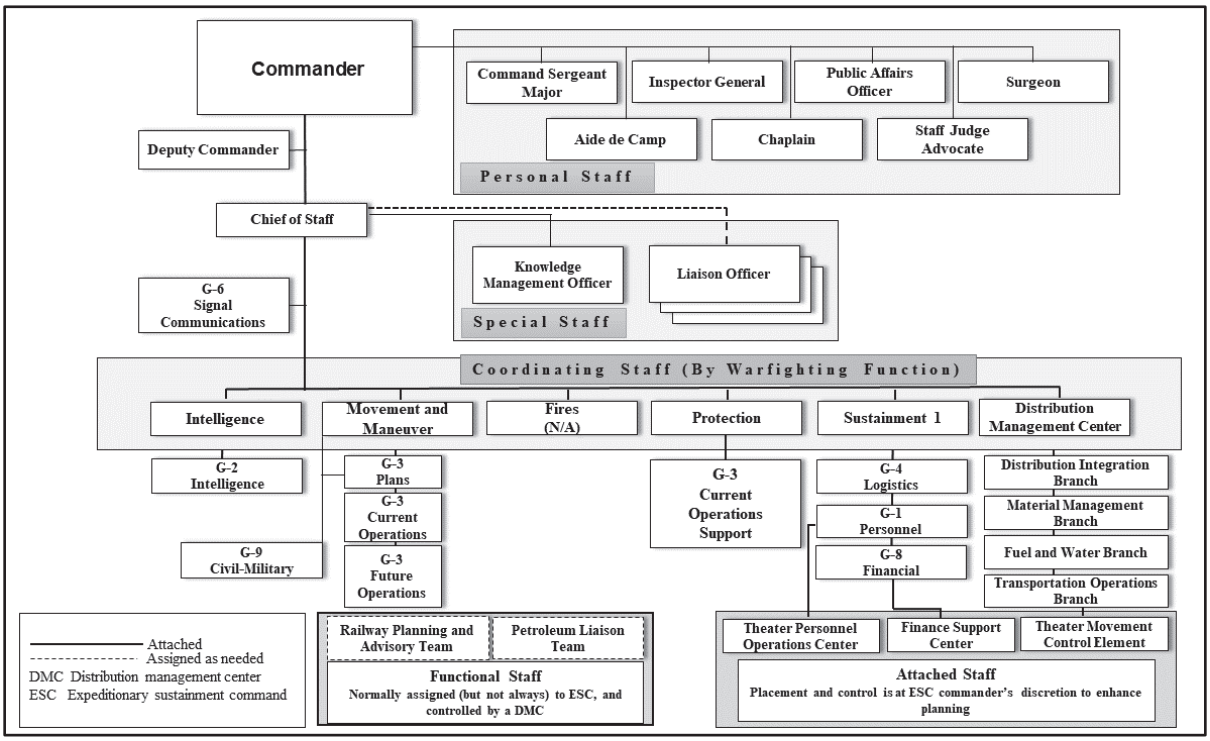


Figure 2-4. Expeditionary sustainment command

ROLE OF THE ESC COMMANDER

2-57. The ESC commander's role is to visualize the nature and design of operations through running estimates and input from subordinates. Commanders describe operations in terms of time, space, resources, purpose, and action, employing intent, commander's critical information requirements (CCIR), and mission orders to direct planning, preparation, and mission execution. The commander employs a C2 system; a combination of people, organizations, technological means and resources, and procedures to allocate resources and direct the execution of operations.

2-58. The ESC commander uses similar processes as the TSC commander to execute the theater Army concept when attached to the TSC or field army. When assigned to a corps, the ESC commander uses similar processes to execute the JTF or corps sustainment concept. The corps-assigned ESC plans for near-term operations and assists the corps sustainment cell with planning and coordinating sustainment to meet the demands of current operations. The corps ESC and its subordinate task-organized functional and multifunctional sustainment units provide general support for all units in the corps AO.

2-59. In like fashion for an ESC assigned to a TSC, the ESC relies on the TSC G-5 for long-range planning and coordination, just as the corps ESC depends on the corps staff for long-range planning capability. Echelons above brigade sustainment depend on corps units for medical support; signal support; intelligence, surveillance, and reconnaissance; fires; protection (engineer support and route security); and strategic partner planning capability for field maintenance support.

2-60. In the event when the ASCC is assigned responsibility for establishing a joint command for logistics, the TSC or its attached ESC with staff augmentation from other Service components is designed to fulfill that mission. The JTF's Service component augmentation must follow joint doctrine and in addition to personnel may also include joint command and control equipment, and regional language and cultural experts. Once the joint command for logistics is established, it takes time to receive, train, and integrate new members and then begin functioning as a cohesive headquarters with common processes, standards, and procedures.

2-61. Sustainment commands are not designed to perform simultaneously as a joint command for logistics and an Army sustainment headquarters, simultaneously. When the TSC is designated as a joint command for logistics, an ESC will be required to assume the role of the Army sustainment command headquarters working for the ASCC. The ESC requires augmentation to serve as the ASCC senior sustainment headquarters. The ESC lacks a long-range planning capability, and depth across all the staff sections. With joint force augmentation, the ESC may form the nucleus of an expeditionary joint command for logistics. That headquarters will, normally locate within a JOA while another ESC or sustainment brigade assumes the responsibilities supporting the ARFOR.

SPECIAL TROOPS BATTALION

2-62. The STB commander is responsible for command, control, planning, preparing and executing internal support requirements for sustainment brigade headquarters. The STB may also command Soldiers attached to the TSC not assigned or attached to subordinate commands (for example, individual augmentees).

2-63. The STB commander oversees the sustainment requirements for personnel assigned or attached to the TSC headquarters. The commander is responsible for unit deployment and redeployment operations. The STB commander establishes the TSC headquarters tactical operations center, develops the occupation plan, and provides the headquarters local security.

2-64. The STB commander and staff integrate, and control assigned and attached units. The STB provides administrative and life support for the TSC headquarters. The STB's organic elements include a command group, coordinating staff, a unit ministry team, and a maintenance section. The STB staff provides information and advice to the headquarters company and attached unit commanders.

2-65. The STB's headquarters company is responsible for the Soldiers assigned and attached to the TSC headquarters and the STB headquarters. In addition to responsibilities common to all commanders, the STB headquarters company commander coordinates food service, billeting, field sanitation, supply, and field maintenance for organic headquarters company equipment. The company commander also implements programs to ensure Soldier readiness for deployment; for example, the commander tracks medical information, training, physical fitness, and weapons qualification. The STB S-4 identifies field feeding requirements for the STB. The supporting combat sustainment support battalion (CSSB) provides field feeding through one of its field feeding companies.

SUSTAINMENT BRIGADE

2-66. The sustainment brigade is the Army's primary brigade-level sustainment headquarters providing C2 for assigned, attached and OPCON sustainment units. Sustainment brigades are typically assigned or attached

to a TSC, ESC, or division and have a span of control of three to seven battalions. The sustainment brigade plans, synchronizes, and executes sustainment operations across the theater Army, corps, and division echelons. Additionally, the sustainment brigade executes financial management support, personnel services, and logistics including supply, maintenance, transportation, field services, distribution, and OCS.

Sustainment Brigade

- Is typically assigned or attached to a TSC, ESC, or division.
- Plans, synchronizes, and executes sustainment operations across the theater Army, corps, and division echelons.
- Can support theater opening at ports of debarkation when assigned to a theater Army.
- Executes missions throughout the AOR.

2-67. The task organization of a sustainment brigade supporting a theater Army includes an STB consisting of a headquarters and headquarters company, brigade signal company, finance company, HR company, and field feeding company. The finance company and attached units are dependent on the sustainment brigade for the following functions: religious services, legal services, AHS personnel and administrative services, field feeding, supplemental transportation support, convoy security, communications, and field maintenance support. The sustainment brigade organizational structure normally includes two CSSBs and a petroleum support battalion. Division sustainment brigades are assigned to divisions. For additional information concerning sustainment brigades, see FM 4-0.

2-68. The sustainment brigade typically performs the following tasks:

- Manage logistics support in the operational area.
- Conduct distribution operations.
- Conduct RSO.
- Provide funding support to financial management elements.
- Conduct actions associated with area defense.
- Conduct expeditionary deployment operations at the brigade level.
- Coordinate HR support operations.

TSC CENTERS AND STAFF AUGMENTATION ELEMENTS

2-69. The TSC centers, staff augmentation elements, and theater Army assigned organizations coordinate with the TSC or ESC to provide specific theater-wide functions for theater opening in support of the CCDR. Centers and staff augmentation elements provide assistance and advisory support to SDDC and the JFLCC, theater Army, or HN in support of military strategic and operational requirements. The staff centers and augmentation elements are dependent on the headquarters support company for field feeding, supply, sanitation, field services, medical treatment, and field maintenance support.

DISTRIBUTION MANAGEMENT CENTER

2-70. The SPO officer leads DMC operations for the command. The DMC is unique to the TSC and ESC and is responsible for sustaining the force through its four internal sections: distribution plans and integration branch, transportation operations branch, materiel management branch (and its four subordinate sections), and the fuel and water branch. The staff focuses on detailed planning for operational area opening, distribution, sustainment, and operational area closing operations. The staff is responsible for Annex F (Sustainment), Annex P (Host-Nation Support), and Annex W (Operational Contract Support) to the OPORD or OPLAN in coordination with the theater Army G-4. See ATP 4-33, ATP 4-42, ATP 4-43, and ATP 4-44, for further details.

2-71. In executing its four functions of distribution management, distribution integration, transportation management, and material management, the DMC is responsible for coordinating sustainment support for all phases of operations across the AOR and integrating movement of units, supplies, and materiel into, within, and out of the AOR. Although all sustainment headquarters staff sections play an important role in supporting mission requirements, the DMC staff is the center of gravity in the TSC. For further details on the DMC, see chapter 4 of this publication, ATP 4-42, and FM 4-0.

TRANSPORTATION CENTER (EXPEDITIONARY RAIL)

2-72. The expeditionary railway center (ERC) is a modular force consisting of a single headquarters element and five deployable RPATs, each consisting of three railway advisory sections. Total manpower of the unit authorizes 188 Soldiers. The headquarters element consists of 18 Soldiers, including the commander. The five RPATs each consist of 34 Soldiers. The ERC does not retain any operational rail equipment. It is dependent on the TSC or ESC for religious, legal, force health protection, finance, personnel and administrative, force protection, electronic warfare support, and logistical services. It depends on the support maintenance company for field maintenance on all organic equipment. After application of joint light tactical vehicle, the unit will perform field maintenance on organic equipment except for communications-electronics and communications security equipment. The ERC depends on the field feeding company or supported brigade combat team for field feeding support. For additional information see ATP 4-14.

2-73. The headquarters element provides C2 for the subordinate RPATs. It functions as the primary advisor to SDDC, the JFLCC, or the theater Army on railway operations common operating picture and strategic planning to include interface and collaboration with HN rail officials for the support of military strategic and operational requirements. It also provides an engineer officer to facilitate rail assessment capability and rebuild efforts.

2-74. The RPAT provides direct assistance to the HN by directing or delegating its three railway assistance teams. It also functions as the primary advisor on railway operations to a TSC or a corps. It advises in relation to HN rail infrastructure and employment of HN assets in support of military operations. RPATs coordinate and communicate with the HN, supported unit, or contracted entity to facilitate rail operations. They perform COR functions and conduct planning in support of the sustainment brigade, ESC, and TSC theater petroleum center.

2-75. The theater petroleum center serves as the operational Army link to strategic petroleum partners, providing liaison between DLA Energy, host and partner nations, the theater Army, Army petroleum center, CCMD, and TSC as needed. The theater petroleum center is assigned to a theater Army, TSC, or ESC. The center provides operational planning support as needed for the TSC or theater Army petroleum and water branch staffs. Staffs work closely with the joint petroleum office and sub-area petroleum office to ensure seamless distribution of petroleum in theater. The theater petroleum center is dependent on appropriate elements within theater area for religious, legal, force health protection, finance, personnel and administrative and logistical services. For further details, see ATP 4-43.

2-76. Tasks associated with the theater petroleum center include—

- Communicating available bulk petroleum data to higher headquarters.
- Determining mode of transportation requirements for bulk petroleum shipments from non-U.S. military activities to U.S. forces.
- Conducting on-site inspections to determine equipment compatibility with U.S. Army equipment.
- Ensuring proper quality surveillance procedures to meet U.S. military standards.

THEATER MOVEMENT CONTROL ELEMENT

2-77. The TMCE is a theater-level element assigned to a TSC or an ESC that manages movement of equipment and personnel using the movement control process. The TMCE sets and supports the theater by managing intertheater and intratheater distribution requirements through four branches: movement control division, intratheater operations branch, intertheater operations branch, and the theater container branch.

2-78. To set the theater in support of the CCDR's strategy, the TMCE plans efforts and collaborates with transportation boards and conducts liaison between strategic transportation partners to identify strategic ports of entry into the CCDR's AOR and assist the CCDR in establishing agreements for their use.

2-79. To support the theater, the TMCE plans, implements, and monitors intratheater movements programs committing transportation ground and air assets in support of RSO operations. It can serve as the theater container control officer, lead or serve on movement boards, and perform as an LNO to the JDDOC.

2-80. The TMCE is dependent upon appropriate elements within the theater for religious, legal, AHS, finance, field feeding, and logistics support. The TMCE depends on the support maintenance company for

vehicle maintenance, communications repair, allied trades support, small arms repair, and field maintenance on all assigned equipment. For further details, see ATP 4-16, ATP 4-12, and FM 4-0.

MOVEMENT CONTROL BATTALION

2-81. The MCB is directly subordinate to the TSC/ESC. It assists with the planning and execution of deployment, redeployment, and distribution operations. The MCB is dependent on appropriate elements within the theater for legal, AHS, and finance support; personnel and administrative services; sustainment automation support management office (SASMO) data processing technical support; and supplemental transportation. The MCB is dependent on the support maintenance company for field-level maintenance on organic equipment, small arms and electronic maintenance, tool set support, power generation and recovery operations, and the field feeding company for field feeding. See ATP 3-93, ATP 4-16, and FM 4-0 for additional information regarding the MCB.

THEATER AUGMENTATION BRIGADES AND GROUPS

2-82. Theater augmentation brigades and groups fall under two categories: multifunctional support brigades and functional support brigades. When setting the theater, a multifunctional support brigade will be OPCON or TACON to a joint headquarters or provide direct support to a multinational headquarters. A functional support brigade or group augments the TSC or ESC by providing specialized support while fulfilling Title 10 requirements for the theater Army. The augmentation brigades and groups are dependent on the headquarters support company for field feeding, supply, sanitation, field services, medical treatment, and field maintenance support.

TRANSPORTATION BRIGADE (EXPEDITIONARY)

2-83. The TBX is an early entry brigade that supports a theater Army in managing and conducting seaport operations. The TBX is a United States Army Forces Command (FORSCOM) asset that is normally attached to a TSC or ESC. It provides C2 of Army watercraft and water terminal capabilities and organizations. It deploys to an operational area to provide C2 for port opening and for operations at inland waterway, bare beach, degraded, and improved sea terminals.

2-84. Water terminal and watercraft units assigned to the TBX conduct deployment, distribution support, and redeployment in accordance with theater Army operational requirements. The TBX commander and staff serve as the TSC or ESC commander’s primary experts on port operations and management. Watercraft assigned to the TBX can also be used to support the movement and sustainment of maneuver forces and their equipment when required. Figure 2-5 shows a notional task organized TBX. The TBX also serves as the Army component of any JTF for JLOTS. As the primary Army headquarters element with assigned terminal and watercraft units, it provides the Army's organic capability to conduct Army-specific functions in support of amphibious operations, riverine operations, wet-gap operations, JLOTS operations, and intratheater transport of time-sensitive, mission-critical personnel and materiel.

2-85. The TBX and its subordinate battalions establish and maintain close coordination with the TSC or ESC and the sustainment brigades responsible for executing the theater distribution mission. The TBX establishes the same close mission coordination with the SDDC single port manager and port commanders. See ATP 4-13 for additional information.

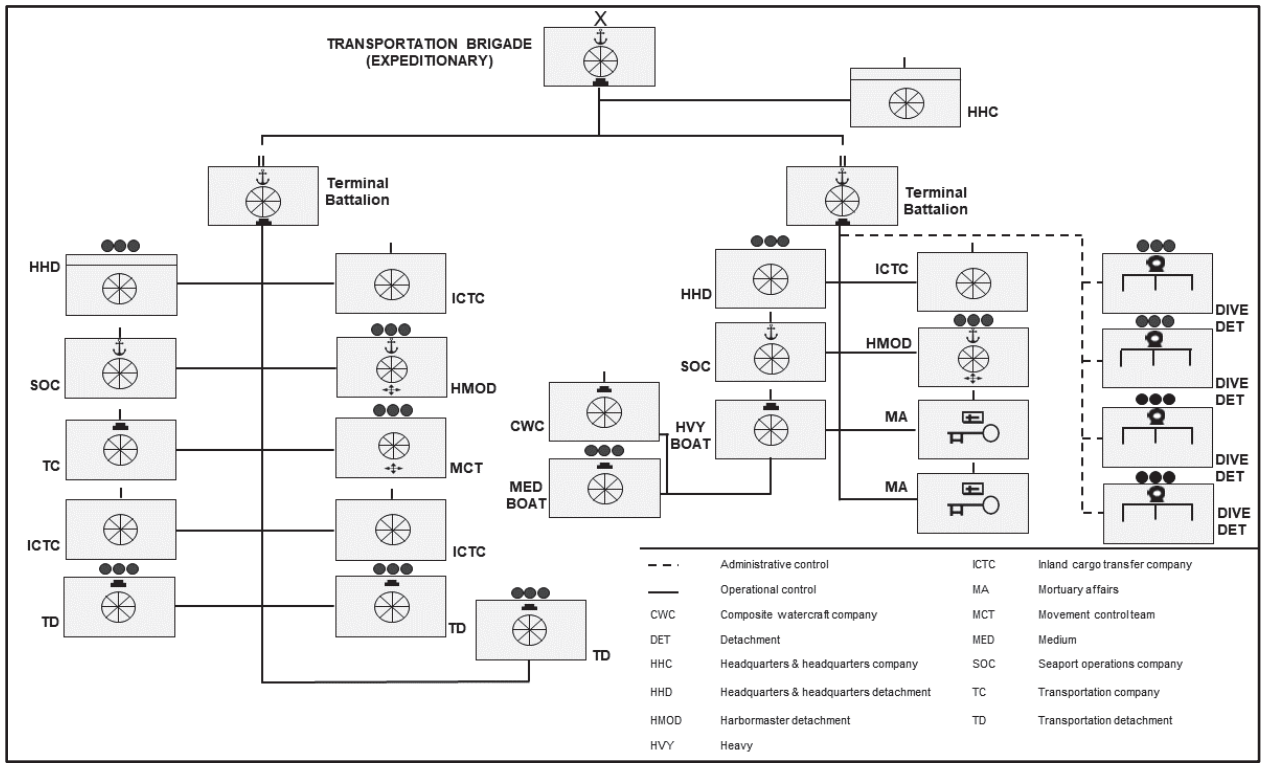


Figure 2-5. Notional task-organized transportation brigade (expeditionary)

QUARTERMASTER (PETROLEUM AND WATER) GROUP

2-86. The quartermaster (petroleum and water) group (figure 2-6 on page 2-18) operates within a theater AO for distribution of petroleum and water in the theater. It provides centralized management of bulk petroleum and water. This unit provides C2, planning, liaison, and supervision of the supply, distribution, quality surveillance, and storage of bulk petroleum for a theater of operations. It also conducts operational planning for the development, rehabilitation, and extension of HN petroleum systems and storage facilities based on the theater OPLAN. For further details, see ATP 4-43.

Quartermaster (Petroleum and Water) Group

- Is attached to a TSC or ESC.
- Provides centralized management of bulk petroleum and water in the theater.
- Conducts operational planning for development, rehabilitation, and extension of HN petroleum systems and storage facilities.

2-87. The quartermaster (petroleum and water) group is normally attached to a TSC or ESC. It is dependent upon appropriate elements within theater for religious, legal, AHS, field feeding, and finance support; field-level maintenance; personnel and administrative services; supplemental transportation; and communications security equipment maintenance. The quartermaster (petroleum and water) group is dependent on the theater Army signal brigade for area signal support, and the engineer command for construction, rehabilitation, and maintenance of petroleum facilities. It is also dependent on its supported unit for security forces to protect petroleum terminals and other facilities from guerilla activity, destruction, sabotage, and pilferage. See ATP 4-43 and ATP 4-44 for additional information.

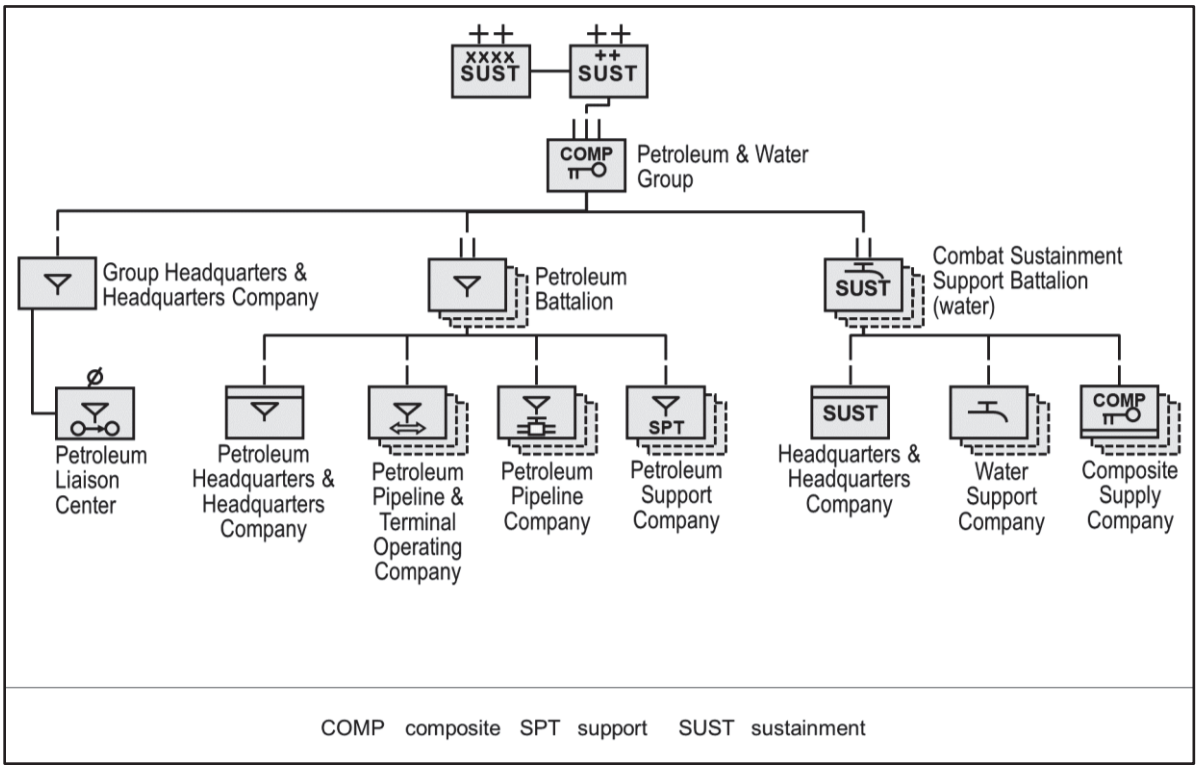


Figure 2-6. Notional task organized quartermaster (petroleum and water) group

EXPLOSIVE ORDNANCE DISPOSAL GROUP

2-88. The EOD group conducts EOD force protection operations for military and civilian authorities to defeat or mitigate conventional and unconventional (nuclear, biological, chemical, and improvised) explosive devices in its assigned AO. It detects, identifies, conducts on-site evaluation, renders safe, exploits, and achieves final disposition of all explosive ordnance, including improvised explosive devices (IEDs) and weapons of mass destruction. The group provides support to joint, interagency, intergovernmental, and multinational operations as required. Figure 2-7 depicts a notional task organization for the EOD group. See ADP 3-37, ATP 3-11.32, ATP 3-11.47, ATP 3-34.20, ATP 3-37.11, ATP 4-32, ATP 4-32.1, ATP 4-32.2, ATP 4-32.3, and FM 4-30 for additional information.

Explosive Ordnance Disposal Group

- Is attached or OPCON to a theater Army, corps, or JTF.
- Detects, identifies, conducts on-site evaluation, renders safe, exploits, and achieves final disposition of all explosive ordnance, IEDs, and weapons of mass destruction.
- Conducts staff planning, staff control, and technical control of all EOD assets in an assigned AO.
- Provides support to joint, interagency, intergovernmental, and multinational operations as required.
- Can form the core of a specialized combined JTF with C2 of protection and exploitation enablers.

2-89. When deployed, the EOD group conducts staff planning, staff control, and technical control of all EOD assets in an operational area and it provides EOD staff liaison to the theater Army. The EOD group is capable of conducting EOD C2 and staff planning for two to six EOD battalions. The group is attached to or OPCON to a theater Army, corps, or JTF in support of a specific operation, OPORD, or OPLAN. The group can also form the core of a specialized combined JTF with C2 of a variety of protection and exploitation enablers. The EOD group is dependent on appropriate elements within theater for religious, legal, AHS, finance, field feeding, and personnel and administrative services support and the support maintenance company for field-level maintenance on its organic equipment. See ATP 4-32.1 for additional information.

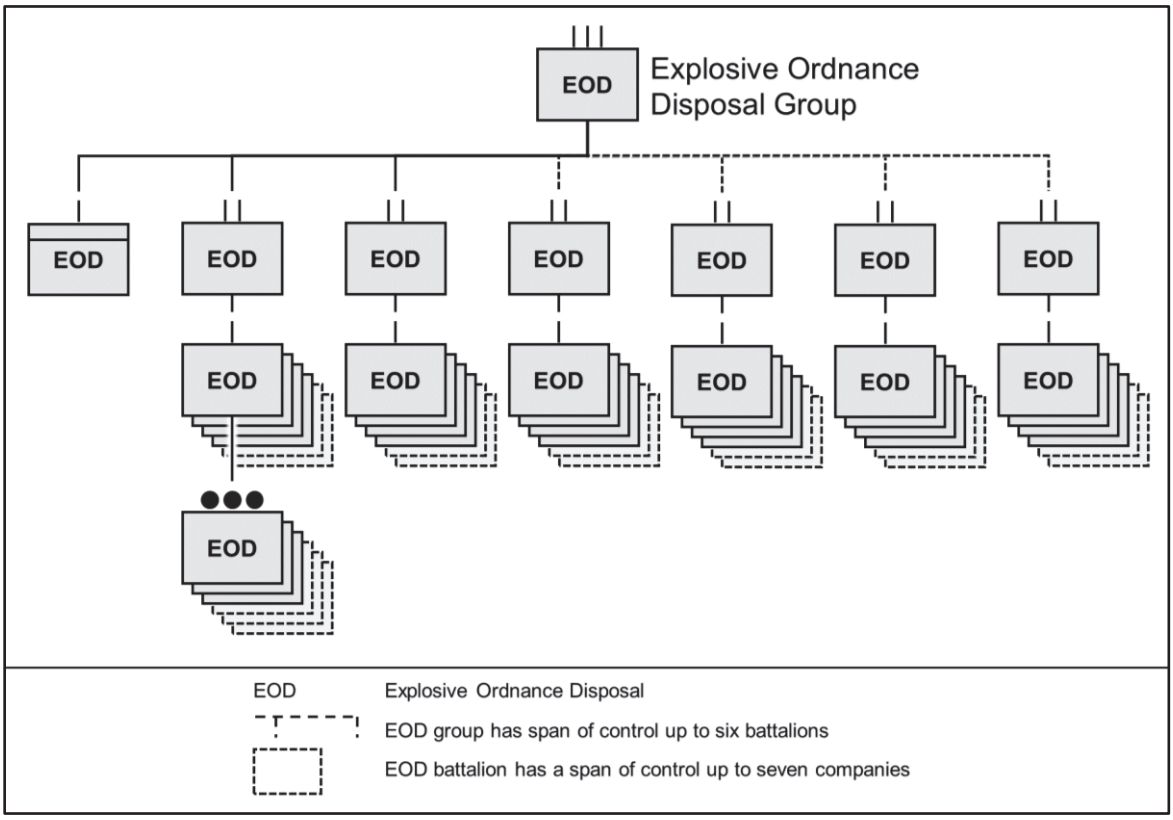


Figure 2-7. Notional task organized explosive ordnance disposal group

THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP

2-90. The theater aviation sustainment maintenance group (TASMG) is resourced to provide aviation sustainment maintenance and limited depot sustainment support at the theater level. It consists of a headquarters and headquarters detachment, an aviation support company, and a group support company. The TASMG repairs and returns components and end items to their supported units or the supply system through the National Maintenance Program.

Theater Aviation Sustainment Maintenance Group

- When deployed, is attached to the joint force sustainment headquarters or expeditionary sustainment command.
- Provides aviation sustainment maintenance and limited depot sustainment support at the theater level.
- Performs sustainment-level maintenance for aircraft and aviation ground support equipment at fixed-land or sea-based locations.
- Assists with deploying aviation operational units in port operations.

2-91. When deployed, the TASMG is attached to the joint force sustainment headquarters or ESC and sets up at a secure location within an AO. It establishes and provides 24-hour, fixed-base aviation field and sustainment maintenance, logistics, and other essential aviation sustainment support to aviation units. It performs field maintenance, depot-level crash and battle damage repair, and sustainment/depot-level repair of major end items. It also performs sustainment-level maintenance for aircraft and aviation ground support equipment at fixed-land or sea-based locations. The maintenance group assists deploying aviation operational units in port operations. It is dependent on appropriate elements of the theater Army for religious, legal, AHS, finance, and logistics support, personnel and administrative services, and supplemental transportation for deployment, redeployment, or relocation within the theater of operation. The TASMG is dependent on the support maintenance company for field-level maintenance on electronic and communications security equipment and radio repair. It is also dependent

on the general support aviation battalion for aircraft flying hours required for aircrew training and flight currency requirements, aerial logistics support, and downed aircraft recovery. The TASMG is dependent on the field feeding company for field feeding. See ATP 3-04.7 for additional information.

REGIONAL SUPPORT GROUP

2-92. The regional support group (RSG) deploys to provide contingency and expeditionary base operations support, with responsibilities for managing facilities, providing administrative and logistical support of Soldier services, and ensuring the security of personnel and facilities on a base camp when two or more brigade-level commands or a general officer command is present. The RSG oversees base camp operations through a base operations center and can provide the C2 systems in a joint or multinational base.

Regional Support Group

- Is a deployable headquarters that manages base camps or base clusters with 6,000 or more personnel requiring services beyond basic life support.
- When deployed, may be assigned to the theater Army to conduct RSO of arriving personnel.
- Is responsible for coordinating and supporting garrison protection, anti-terrorism, and other garrison functions.

2-93. The RSG consists of a small, organic administrative and support headquarters requiring staff augmentation to perform its specified missions. When OCONUS, RSGs generally realign to a directorate-type structure that mirrors U.S. Army Installation Management Command with functions that align under coordinated U.S. Army Installation Management Command naming conventions and duty requirements. When mobilized, RSGs have a mission with and are assigned to the theater Army to provide C2 and administrative support for operating a base camp or base cluster with a population of 6000 or more personnel. These personnel may consist of military forces, DA Civilians, other government agency personnel, nongovernmental organization personnel, government contractors, and transients. Other RSG missions include but are not limited to—

- Commanding assigned or attached units.
- Supporting units and personnel as directed.
- Providing contract requirements definition and oversight assistance.
- Determining base camp support requirements.
- Operating and manning a 24/7 base defense operations center.
- Commanding smaller contingency bases within the general officer command's operational area.
- Overseeing base camp management and operations.
- Supporting joint reception, staging, onward movement, and integration operations as part of DSCA operations.

2-94. When not deployed, the RSG may be assigned or attached to a general officer command to provide C2 for training, readiness, and mobilization oversight of assigned forces during homeland security, homeland defense, and civil support missions within CONUS to include managing RSO of supporting forces. When mobilized under Title 10 for DSCA operations, RSGs will normally be assigned to an Army task force or a JTF. When mobilized under state active duty or on USC Title 32 orders, ARNG RSGs will normally be assigned to the National Guard joint force headquarters-state, or to a JTF-State or an ARNG division headquarters, which are also in a Title 32 or State active-duty status.

2-95. During DSCA operations, the RSG is composed of a brigade-size command and provides C2 of all units assigned to that mission. To successfully conduct DSCA operations, the RSG requires staff assistance from the general officer command staff to which it is attached or assigned and augmentation by other military units, DA Civilians, contractors, or a combination of those three groups to conduct base camp management and operations. DSCA operations require logistics support from either a TSC, ESC, for integrated supply and maintenance management. For additional information on the RSG, see ATP 3-90.20 and JP 3-10.

Chapter 3
Theater Sustainment Operations

Chapter 3 describes sustainment operations at the theater echelon. The chapter provides information about sustainment tasks, theater opening operations, theater distribution operations, and sustainment operations to include transportation, supply, maintenance, HR, HSS, and financial management operations using the competition continuum as its framework.

SUSTAINMENT TASKS ACROSS THE COMPETITION CONTINUUM

3-1. Sustainment organizations execute a series of basic tasks within the sustainment warfighting function that enable the continuous provision of sustainment across the competition continuum throughout all domains of warfare. Figure 3-1 below provides an overview of those tasks within each element of the sustainment warfighting function that is meant to provoke thought, collaboration, and synchronization of lines of efforts to plan and execute operations. These tasks are collectively linked to support operational objectives and unified action partners by enabling freedom of action, extending operational reach, and prolonging endurance during operations.

Sustainment Warfighting Function Elements	Sustainment Tasks Across the Competition Continuum		
	Competition	Crisis	Conflict
Logistics	• Establish and operate the theater distribution network • Conduct sustainment mission command • Conduct reception, staging and onward movement • Manage host nation support and operational contract support • Establish and operate forward and intermediate basing	• Begin theater distribution network • Establish sustainment mission command • Establish reception, staging and onward movement • Execute host nation support and operational contract support • Open forward and intermediate basing	• Conduct and assess theater distribution network • Continue sustainment mission command • Conduct and assess reception, staging and onward movement • Continue and assess host nation support and operational contract support • Operate forward and intermediate basing
Financial Management	• Establish and conduct theater financial management operations	• Execute theater financial management operations	• Perform theater financial management operations
Personnel Services	• Establish and manage personnel tracking and reporting • Manage personnel replacement operations • Establish and conduct theater personnel support operations	• Begin theater personnel tracking and reporting • Prepare for personnel replacement operations • Prepare for theater personnel support operations	• Execute theater personnel tracking and reporting • Execute personnel replacement operations • Conduct for theater personnel support operations
Health Service Support	• Establish and manage theater evacuation and hospitalization • Conduct theater medical regulation	• Begin theater evacuation and hospitalization • Conduct theater medical regulation	• Execute theater evacuation and hospitalization • Execute theater medical regulation

Figure 3-1. Operational-level sustainment tasks

OPERATIONAL ENVIRONMENT DEVELOPMENT

3-2. Large-scale combat operations occur within a complex OE. An *operational environment* is the aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). Commanders at all levels have their own OEs for their particular

operations. An OE for any specific function is comprised of more than the interacting variables within a specific physical area. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact conditions and operations. Thus, each commander's OE is part of a higher commander's OE. Understanding the specific OE in each situation is essential to successfully executing deployment and sustainment operations to support the CCDR's objectives.

3-3. Analyzing a particular OE includes considering political, military, economic, social, information, infrastructure, physical environment, and time relationships across the air, land, maritime, space, and cyberspace domains. This analysis provides relevant information essential to understanding any given OE. Sustainers mitigate risks identified during the OE analysis by conducting a sustainment preparation of the OE. For more information on political, military, economic, social, information, infrastructure, physical environment, and time considerations, see ADP 5-0.

OPERATIONAL ENVIRONMENT ANALYSIS

3-4. Sustainment preparation of the OE is a continuous shaping activity to determine factors in the OE that impact the Army's ability to sustain a commander's OPLAN. *Sustainment preparation of the operational environment* is the analysis to determine infrastructure, physical environment, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan (ADP 4-0). The theater Army and TSC commanders' ability to comprehensively analyze threats and adversaries enables them to understand the relationships between operational variables across all five domains of air, land, maritime, space, and cyberspace. Understanding these aspects of the OE provides commanders and staff planners the ability to identify risks associated with the context of these relationships and develop strategies that mitigate their impact on sustainment operations. For additional information regarding the OE, see FM 3-0, and for sustainment preparation of the OE, see ADP 4-0 and FM 4-0.

3-5. The theater Army continually analyzes theater logistics to set the theater. This process begins during competition activities and continues during crisis operations. Continuous examination helps identify the risks to the operation regarding access, capabilities, and capacities across the AOR. The risk identified further enables theater Army commander and staff to determine infrastructure, environmental, and resource factors in the OE that impact the Army's ability to sustain a commander's OPLAN. Sustainment planners gather this information by participating in multinational exercises, reviewing existing plans, and interacting with HN forces. Theater logistics analysis provides a detailed country-by-country analysis of crucial infrastructure, footprint projections, and HN agreements. Further details on theater logistics analysis are in JP 4-0 and FM 4-0.

3-6. The TSC supports the theater Army's logistics analysis by completing sustainment preparation of the OE. The preparation consists of and details the actions taken by logisticians at all echelons to optimize the means (force structure, resources, and strategic lift) for supporting the commander's OPLAN. Sustainment planners use sustainment preparation of the OE to update and refine sustainment estimates and the concept of support. These actions include identifying and preparing intermediate staging bases and forward operating areas, selecting and improving lines of communications, forecasting and building operational stock assets forward and afloat, and designing a distribution network and information technology infrastructure for the theater. Sustainment preparation of the OE focuses on identifying the resources currently available in the AOR for use by friendly forces and ensuring access to those resources. Given sufficient lead-time, identified supplies, services (to include local labor), facilities, and transportation leverage HN support agreements, theater-support contracts, or acquisition and cross-servicing agreements.

Planning to Set the Theater

3-7. Planning and preparing to set the theater are critical to executing timely and sustainable operations across the competition continuum to support the CCDR's operational plans. In the strategic support area, planners conduct mission analysis and develop the concept of logistics support for the theater. As part of the logistics supportability analysis process, planners work with the CCMD and Services to evaluate time-phased requirements against capabilities (industrial base, stock status, contracts) to identify potential risks to mission execution. Requirements are translated into a sustainment wedge and provided to USTRANSCOM during time-phased force deployment conferences. Developing strategies to mitigate potential shortfalls will help

identify sourcing as part of setting the theater. Additionally, reviewing contracts for appropriate surge clauses, doing market research to identify local procurement opportunities, and assessing readiness rates of deployable capabilities are all part of setting the theater.

3-8. While setting the theater, the theater Army conducts theater sustainment analysis to determine the appropriate mix of Army headquarters and capabilities necessary to fulfill the CCDR's objectives and requirements. Army headquarters provide the C2 systems structure essential to plan, prepare, execute, and assess operations with the joint force and partner nations.

3-9. For competition below armed conflict, sustainment analysis identifies risk in terms of access, capabilities, and capacities across the AOR. Logistics planners use sustainment preparation of the OE to optimize the distribution system. Analysis products may include identifying forward operating bases, selecting lines of communications, determining operational stock assets, and designing distribution and automated information technology infrastructure for the theater. For further details on theater planning and sustainment preparation of the OE, see ATP 3-93, FM 4-0, and appendix A.

Geography and Environmental Factors

3-10. Environmental conditions vary by season and location. Extreme temperatures, heavy precipitation, high winds, and extended periods of daylight or darkness may reduce mobility, curtail the scope and duration of military operations, and increase risk to individual safety and health. Successful operations within these conditions require leaders to perform in-depth analysis and planning. Planning factors include terrain analysis, weather patterns, infrastructure (such as roadways, seaports, and airfields), and climate-specific medical challenges and logistical requirements.

3-11. Arctic climates, high mountainous elevations, or extreme winter conditions can play an essential factor in an operational environment's physical, information, and human dimensions. Arctic and sub-Arctic regions may experience prolonged periods of frigid weather, making roadways, seaports, and airfields unusable, depending on the seasons. To minimize these adverse conditions, operational planners should consider the negative impacts extreme weather may have on distribution operations, medical, maintenance activities, or fuel requirements to support air (rotary and fixed-wing) and ground (road, rail, and water) transportation, and the associated risks that can expose military forces and capabilities.

3-12. Sustainment challenges presented in jungle or desert regions are due to the lack of resources and infrastructure such as ports, airfields, railways, and improved roads. The potential lack of potable water increases demands on water purification, transportation, and storage assets. Further, the environment can affect equipment, requiring increased levels of maintenance support to sustain readiness and serviceability. Mobility and transportation restrictions may require logisticians to improvise methods of resupply. Aerial resupply, the use of pack animals, and human portage work are proven methods of resupply in restrictive terrain.

3-13. Knowledge of climate, terrain, and maps may be useful in determining supply or resupply challenges, the need for special equipment, and availability of certain field services. As such, geography coupled with extreme climate will shape and determine distribution operations. For further details on environmental impacts on sustainment, see ATP 3-90.97, ATP 3-90.98, ATP 3-90.99, and FM 4-0.

Supplies and Services

3-14. During planning and development of the OPLAN annexes to set the theater, the theater Army (with the support of the TSC) considers the availability, quality, and compatibility of required supply items in the AOR to support operational requirements. Depending on the quality standards, compatibility, and commonality of certain commodities (bulk petroleum, water, and electrical) or repair parts, the theater Army may pursue commercial support through local HN vendors or third-country sources. Additional considerations may be the use of operational contract support that becomes a component of the supply support process because it augments existing capabilities, bridges gaps in the deployed force structure, leverages assets, and reduces dependence on CONUS based logistics. (Further information on operational contract support is captured in this chapter and within ATP 4-10 and ATP 4-42.)

Facilities

3-15. Sustainment planners at the theater Army and TSC should evaluate and identify potential facilities and infrastructure to support operations. Identifying the availability of facilities and infrastructure such as warehousing, cold storage, production and manufacturing plants, reservoirs, administrative facilities, maintenance facilities, sanitation capabilities, desalination plants, various types of communications systems (cell towers and internet access), and billeting can significantly reduce the requirement to deploy similar capabilities. The use of facilities and infrastructure will require coordination and contracting support with the AFSB, CSB, and OCS personnel. (See ATP 4-42 and ATP 4-10.)

Transportation

3-16. Deliberate planning efforts by the TSC in support of theater Army OPLANs to set the theater also consider the accessibility, availability, and protection of transportation infrastructure. To effectively utilize the HN transportation system (such as ports, roads, and rail systems), planners should consider the potential disruptions from enemy anti-access and area denial strategies against critical infrastructures that could jeopardize the mission (for further details, see ATP 4-11 and JP 4-01). Planners should develop in-depth knowledge and understanding of the following:

- Road networks.
- Border crossing requirements and restrictions.
- HN truck and rail availability.
- Rail track gauge.
- Bridges (height and load-bearing capacity).
- Seaports (berthing capability and capacity).
- Airports (maximum on-ground capability).
- Cargo handlers.
- Petroleum pipelines.
- Materials handling equipment.

3-17. Other considerations for distribution planning include, but are not limited to:

- Knowledge regarding traffic flow, ingress, and egress specifics around ports and airports.
- Urban transition areas.
- Road repair capabilities.
- Chokepoints and control problems.
- Convoy security requirements.
- Compliance requirements with applicable HN.

Maintenance

3-18. As an extension to organic maintenance capabilities, planners at echelon should consider using OCS to leverage local HN maintenance support. For calibration and repair support, test, measurement, and diagnostic equipment support coordination and planning shall occur with the United States Army Test, Measurement, and Diagnostic Equipment Activity to determine materiel and personnel requirements. Research and analysis should include the ability of HN facilities to support lift, compatibility, and ability to support major end items and repair parts, manufacturing, and fabrication (for example, Caterpillar equipment and other international brands sold across the world). Coordination for research should include the theater Army G-9, TSC OCS branch, and HN liaisons. For additional information, see ATP 4-33.

General Skills

3-19. Planners must collect information on the general population of the supported country to establish known variables for sustainment plans. Population demographics shape available manpower employment decisions such as personnel available for interpreter and translator duties and the potential for a general labor pool (drivers, clerks, materials handling equipment operators, food service personnel, guards, mechanics, and longshoremen).

Army Pre-Positioned Stocks

3-20. APS constitutes one leg in the strategic mobility triad (along with airlift and sealift) and plays a critical role in pre-positioning materiel, airlift, and sealift assets for meeting force projection timelines. APS are positioned strategically around the world and play a critical role in rapidly equipping forces deploying to contingency, stability, or DSCA operations with the purpose to reduce the initial amount of strategic lift required to project a mainly CONUS-based force and to sustain the Soldier until sea lines of communication are established.

3-21. APS is owned by Headquarters, Department of the Army (HQDA) and managed and accounted for by Headquarters United States Army Materiel Command (USAMC) and its subordinate, the United States Army Medical Logistics Command, which serves as the class VIII commodity life cycle management command (LCMC).

3-22. To ensure test, measurement, and diagnostic equipment items assigned to the APS are ready to deliver precise measurement at the point of need, all calibration & repair support coordination, planning, and scheduling shall occur with the United States Army Test, Measurement, & Diagnostic Equipment Activity. This capability expedites the ability to project power forward into an AOR and reduces the initial amount of strategic lift required to support deployment and sustainment. For further details on APS, see ATP 3-35.1.

THEATER SECURITY COOPERATION

3-23. Although the Department of State leads and provides oversight for security cooperation efforts through its bureaus, offices, and overseas missions, security assistance and many security cooperation activities are conducted and coordinated throughout the AOR by, with, or through the theater Army to—

- Build defense relationships that promote specific U.S. security interests.
- Develop allied and friendly military capabilities for self-defense and multinational operations.
- Provide U.S. forces with peacetime and contingency access to a HN.

3-24. The theater Army provides a regionally oriented, long-term Army presence for military engagement and security cooperation. As part of setting the theater, theater Army planners plan and integrate security cooperation activities and articulate how those activities fit within the broader context of an OE and achieve CCDR objectives. Theater Army staffs work in conjunction with the generating force to develop allied and partner doctrine and procedures to enable the successful synchronization and integration of allied land forces during multidomain operations.

3-25. The theater Army helps coordinate and provide resources to support security cooperation activities, including efforts to enhance land forces interoperability, build capacity and capabilities, and strengthen relationships with allies and partners. Theater armies provide the CCMD with regionally aligned forces and, in some cases, specially trained forces competent in languages, cultures, history, security force assistance, foreign internal defense, and threat knowledge in areas of potential conflict. These Army forces enable CCDRs to shape the OE by developing relationships with HN senior military leaders and security forces. Ultimately, theater armies direct the activities of theater-assigned forces and regionally aligned forces to achieve U.S. theater strategic and national military objectives. See FM 3-22 for more information on Army support to security cooperation.

SET AND SUPPORT THE THEATER

3-26. The theater Army, operating through its assigned TSC, provides logistics, financial management, and personnel services to Army forces operating with the AOR. Setting the theater includes theater opening; port and terminal operations; conducting RSO; force modernization and theater-specific training; and providing sustainment, Army support to other Services, and CUL to Army, joint, and multinational forces operating in the JOA. Once an area within the CCDR's theater is designated, the theater Army will play a vital role that includes—

- Force tailoring.
- Establishing and opening the JOA.
- Providing force protection support to the JOA.

- Providing sustainment support to the JOA.
- Establishing a communications network architecture.
- Proving intelligence support to the JOA.

3-27. Setting the JOA involves determining the type and level of sustainment required by the JFC. It also involves establishing the command and support relationships of the sustainment and other support units to the Army forces within the JOA.

3-28. Army organizations assigned to the theater Army provide theater-level capabilities necessary to perform theater-level tasks and assist and augment subordinate tactical organizations. The theater Army commander principally focuses on operational-level theater support involving force generation and sustainment during campaigns and joint operations. The level of support capability required varies from one AOR to another. The theater Army commander identifies the specific Army capabilities required to support the CCDR (force generation) and works with other organizations to tailor assigned Army units to provide specific capabilities to the CCMD. The theater Army commander then deploys those capabilities into the AO as required by the joint force. As the situation changes, the Secretary of Defense modifies those resourcing decisions (force generation) as necessary based on the CCDR's request for forces or previously approved plans.

SETTING THE JOINT OPERATIONS AREA

3-29. The CCDR has six options for designating an operational area: theater of war, theater of operations, JOA, joint special operations area, joint security area, or an amphibious operational area. (See FM 3-0, FM 4-0, or JP 3-0 for further details on operational areas.) The theater Army is most commonly responsible for setting and supporting the JOA.

3-30. Setting and supporting operational areas for the joint force occurs at operational and tactical echelons. During competition, the theater army helps identify likely joint operations areas (JOAs) for ground forces. The theater army ensures that the JOA includes bases and base camps needed by forces that primarily operate in the land domain. (See ATP 3-37.10 for a discussion on base and base camp planning.) Planners must take a holistic approach to understand the needs of the other Services and address Army requirements. Due to the large amount of information needed at the tactical echelon to properly set and support JOAs, the theater army usually needs to develop a multi-year plan that examines potential areas of operations (AOs). The theater army relies on many low density and high demand units to conduct this tactical level of analysis. Many of these capabilities reside in the United States Army National Guard or the United States Army Reserve.

3-31. As priorities shift from a specific nation or region, the theater Army focuses on setting and supporting the identified operational area through refinement of the OPLAN and estimates developed as part of setting and maintaining the theater. In conjunction with the CCDR's staff and interagency partners, the theater Army identifies locations to develop or improve bases and base camps in the identified operational area for sustainment, protection, and infrastructure development. This includes identifying requirements for Army support to other Services and agencies, expanding the theater distribution network, and petroleum pipeline operations. Setting the JOA involves determining the type and density of sustainment and other Army support units required to support the JFC in the JOA.

3-32. Once a JOA is established and joint forces are deployed within an AOR, the theater Army (as the ASCC) assumes the additional responsibility of setting and supporting the JOA by—

- Setting and supporting the JOA.
- Establishing agreements for port and terminal usage and operations.
- Establishing a theater lines of communication architecture and distribution network.
- Conducting RSO.
- Providing force modernization and theater-specific training.
- Providing Army support to other Services and CUL to joint and multinational forces operating in the JOA.

OPERATIONAL CONTRACT SUPPORT

3-33. *Operational contract support* is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations (JP 4-10). OCS is a multi-faceted, cross-functional staff activity executed primarily by the CCMD, subordinate staffs, Service components, theater special operations commands, and, in some cases, functional components along with supporting combat support agencies. OCS is planned and integrated through cross-functional organizations and associated lead Service or joint theater support contracting-related activities. See JP 4-10 and ATP 4-10 for further details on OCS. The three overall supporting functions and associated tasks contained in Figure 3-2 below helps to characterize OCS.

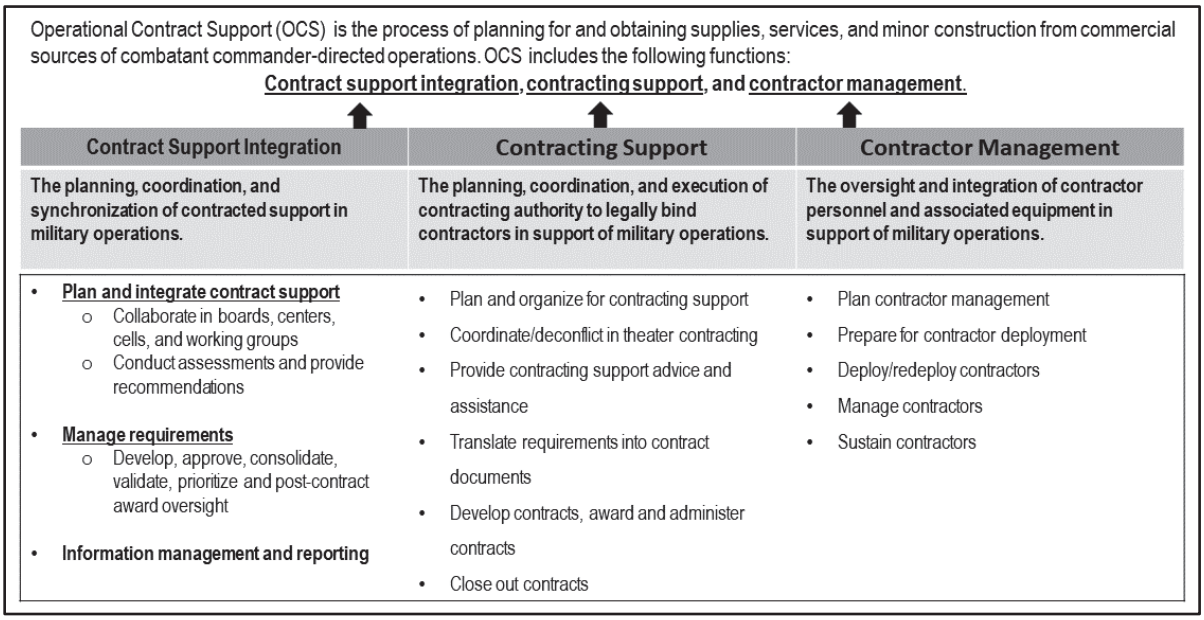


Figure 3-2. Operational contract support functional areas

3-34. OCS includes the ability to plan, orchestrate, and synchronize the provision of contract support integration, contracting support, and contractor management. These three functions are inextricably linked to achieving favorable operational and acquisition objectives. Contract support integration is the planning, coordination, and synchronization of contracted support in military operations. It is also applicable to exercises, security cooperation, and shaping activities in support of operations and campaign plans. Related tasks include planning, validating, and prioritizing requirements; performing OCS information management; closely managing mission-critical contracted requirements throughout the contract life cycle from both the requiring and contracting activities; collaborating in JFC-approved cross-functional organizations; and conducting assessments and reporting and providing recommendations.

3-35. Contracting support is the planning, coordination, and execution of contracting authority to legally bind contractors in support of military operations. Contracting support tasks include contracting support planning; coordinating common contracting actions; translating requirements into contract terms; and developing, soliciting, executing, administering, and closing out contracts. Contracting support also includes OCS planning advice and assistance, along with coordination/deconfliction, to optimize the procurement of contracting for common in-theater services and supplies. Contractor management is the oversight and integration of contractor personnel and associated equipment in support of military operations. Contractor management tasks include planning contractor management, preparing contractor personnel for deployment, deploying or redeploying contractors, managing contractors, and sustaining contractors.

3-36. This multifunctional approach to OCS, which is applicable to all phases of military operations, is necessary to ensure programmatic aspects of cost, performance, and schedule are properly planned for and executed. Additionally, complex, large-scale operations requiring stabilization efforts may require a significant civil-military affairs aspect to the commander's line of effort and require establishing mission-

specific, program management-like offices to plan and manage selected large-dollar-value service or construction contracts. These types of operations may also require adjustments to OCS staffing and organizations to ensure OCS actions are synchronized with integrated financial operations as described in FM 1-06.

3-37. At the theater level, sustainment planners align allocated military resources against forecasted theater support contracts. Theater support contracts are primarily an operating force support capability where in-theater contracting personnel contract common logistics support via commercial vendors primarily located in or near the operational area. In some situations, theater support contracting for deployed forces can be reinforced through reach back from home station directorates of contracting. Theater support contracts are provided by the supporting CSB. The requiring activity will be required to develop the requirements and provide CORs to monitor contractor performance for logistics services and receiving officials for contracted logistics commodities provided in the affected area of operation. Theater support contracts can range from small, local contracts for a single unit, or operational area-wide contracts in support of multiple components of the deployed force. From a contractor management perspective, it is also important to note that local national personnel commonly make up the bulk of the theater support contractor employees in operations OCONUS. For additional information, see ATP 4-10.

OPERATIONAL AREA OPENING

3-38. An *operational area* is an overarching term encompassing more descriptive terms (such as area of responsibility and joint operations area) of locations for the conduct of military operations (JP 3-0). An efficient and effective operational area opening requires unity of effort among the various commands and a seamless strategic-to-tactical interface. It is a complex joint process involving the CCMD and strategic and joint enablers such as USTRANSCOM, its components, and DLA. Operational area opening functions set the conditions for effective support and lay the groundwork for subsequent expansion of the distribution system. Integration for all operational area opening functions begins with setting the theater and continues throughout all operational phases and adjusts based on operating tempo and changes in missions and operations.

3-39. The TSC conducts operational area opening for the theater Army. Operational area opening encompasses multiple functions including personnel services, financial management, AHS support, general engineering, movement (air, land, water transport and inland terminal operations), supply, distribution, maintenance, and OCS. The TSC may further task subordinate units (ESC, sustainment brigade, CSSB, and other functional and multifunctional units) with specific supporting roles to execute operational area opening.

3-40. One of the first steps the TSC must take in operational area opening is to coordinate port opening to conduct initial sustainment operations. The TSC may provide an early entry CP capability to conduct operations in a JOA. The size and scope of the force needed to conduct these operations varies greatly and should be carefully and thoroughly assessed during the planning process. The TSC will normally conduct early entry operations with an ad-hoc organization from the headquarters until an appropriate sustainment headquarters is mobilized, trained, and deployed to support the mission. Figure 3-3 depicts the various operational areas within a theater. For more information regarding the types of operational areas, see ADP 3-0, FM 3-0, and JP 3-31.

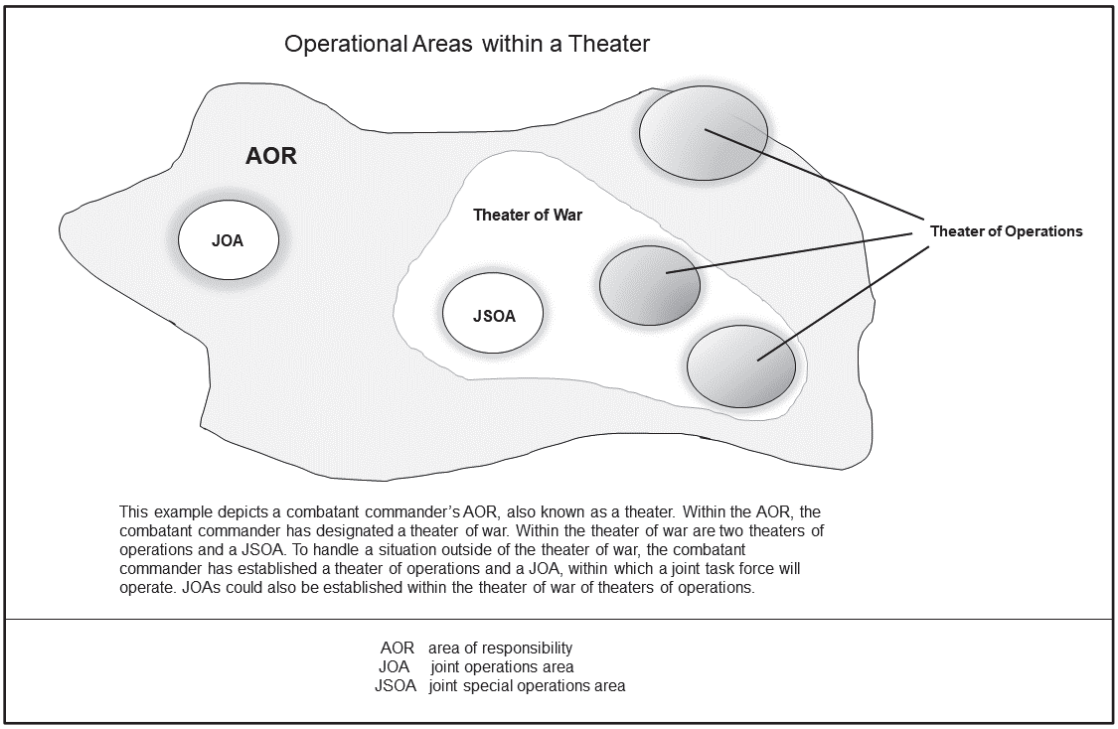


Figure 3-3. Operational areas within a theater

THEATER OPENING

3-41. Theater opening includes communications, personnel protection, intelligence, civil affairs operations, HR, financial management, AHS support, engineering, movement (air, land, and water transport and terminal operations), materiel management, maintenance, and OCS. Based on operational variables, the FISC in support of theater opening can deploy an element as an early entry module to provide initial theater banking, currency (foreign or domestic), accounting, contractual payment, policy development, and other finance operations capabilities tailored to the mission.

3-42. Establishing a theater distribution system is part of theater opening. Theater opening is a complex joint process involving the CCMD, its Service component commands, and strategic partners. It includes establishing and operating ports of debarkation, facilitating RSO of forces within a theater of operations, and establishing a distribution system. Theater opening requires a seamless strategic-to-operational interface and unity of effort among various commands.

3-43. A *port of debarkation* is a geographic point at which cargo or personnel are discharged JP 4-0). Each port of debarkation requires the appropriate transportation support, material handling equipment and services for the sustained movement of personnel and materiel to rapidly clear the port. The TSC establishes the C2 system to coordinate and synchronize efforts between strategic, joint, and HN partners. Effective control of initial operations at the port of debarkation ensures a successful strategic-to-operational handover of forces and sustainment.

3-44. Understanding the capacity of all available ports in the projected AO will drive decisions regarding units deployed to support operations and shape sustainment operations. Certain ports may be useful for resupply while they may not be useful for initial entry forces. As forces are deployed throughout theater, alternate sea and airports may be used. A major port identified as the primary port of use for initial materiel flow may have issues that require use of an alternate seaport or inland port to maintain flow of materiel.

3-45. The Army theater opening plan is nested with the applicable plans the lead headquarters develops that contain theater opening requirements. If the TSC or ESC is the lead sustainment headquarters, it will focus

on establishing the systems required to flow sufficient logistics through the lodgments created to support follow-on operations. Logistics planning must account for early resupply of initial assault forces as these forces will generally be employed with limited on-hand supplies.

3-46. Planners should consider whether an intermediate staging base is necessary when analyzing the time, distance, and threat involved with moving forces and equipment forward as part of RSO. The phasing of theater opening, limited port capacity or physical infrastructure, or operational requirements may demand that materiel is kept away from the AO but close enough for immediate support.

3-47. Early deployment of the TMCE supports successful theater opening operations and the continuous, seamless flow of materiel into the initial theater distribution system. Without adequate theater-opening capabilities, the CCDR may not have the resources required to maintain and manage the Army theater distribution system. A tailored sustainment brigade assigned theater opening responsibility and augmented by a TMCE will ensure that the CCDR has the capacity and capability to establish and manage theater distribution and execute RSO.

3-48. The TMCE provides staff augmentation to the sustainment brigade headquarters assigned theater opening responsibility. It augments the sustainment brigade SPO section by adding the required capabilities for staff oversight for select theater opening operations. For example, it provides the additional planning and oversight required to open and initially operate air, sea, and inland terminals. Once theater opening transitions to sustainment, the TMCE may augment the sustainment command's DMC. See ATP 4-13 for more information.

THEATER DISTRIBUTION OPERATIONS

3-49. *Global distribution* is the process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment (JP 4-09). The global distribution system connects national resources (forces and materiel) to support and execute joint operations. The ultimate objective of this process is the effective and efficient accomplishment of the joint force mission. In this context, global distribution is the operational process that produces a seamless distribution pipeline that includes the entire joint distribution community. Theater demands drive global distribution. Figure 3-4 depicts a notional global distribution network.

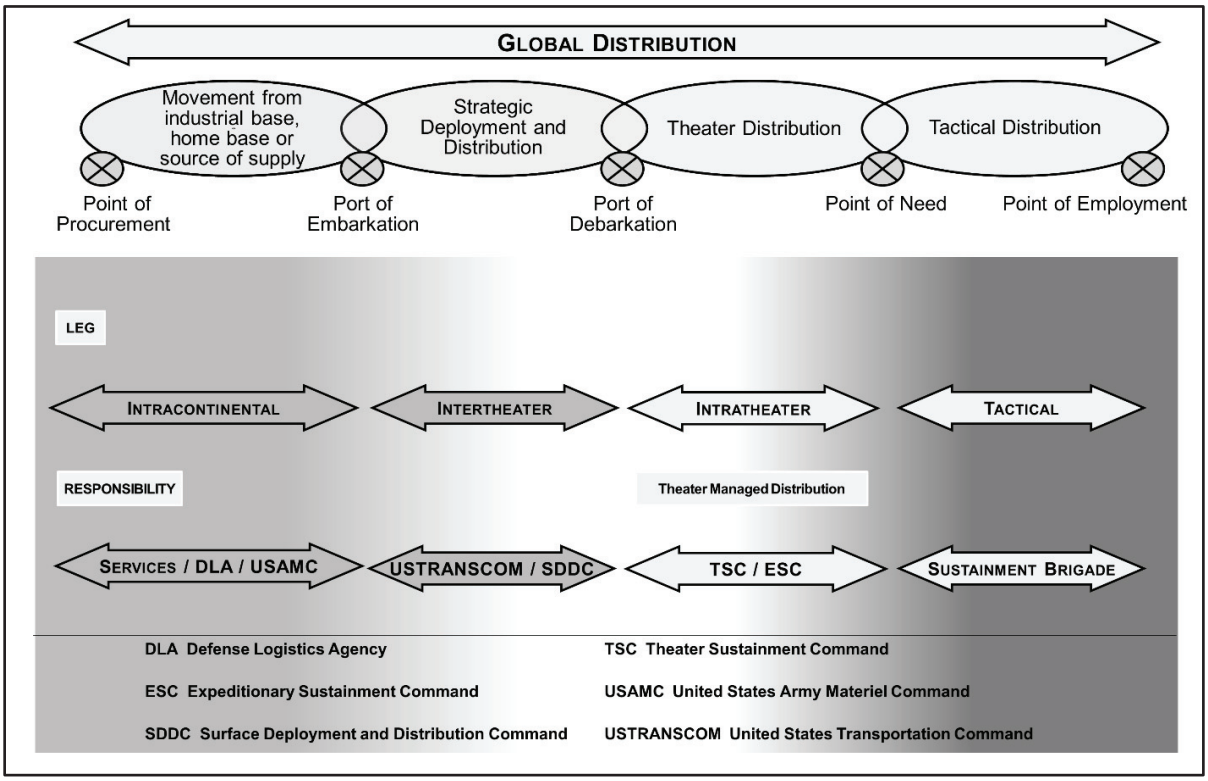


Figure 3-4. The global distribution network

3-50. A subset of the global distribution network, theater distribution is the process that coordinates and synchronizes fulfillment of joint force requirements from port of debarkation to point of need (JP 4-0). It is a method for executing the flow of equipment, personnel, and materials within theater to meet the CCDR's requirements (JP 4-09), beginning at the strategic source of support extending to the point of employment. The TSC DMC manages the strategic to operational links of the global distribution network and is responsible for planning, execution, and management of intratheater when assigned to the theater Army.

3-51. The theater distribution network enables theater distribution and is pivotal to obtaining freedom of movement and action. Establishing the theater distribution network is an essential part of sustainment support, providing operational forces with the materiel, supplies, replacement personnel, and retrograde of repairable material needed to maintain readiness.

3-52. Distribution management is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and financial) and the sustainment warfighting function (logistics, personnel services, HSS and financial management) to support to operational requirements.

3-53. The CCMD establishes a JDDOC under the staff supervision of the CCMD's J-4. The JDDOC manages the transition between strategic and intratheater segments of the distribution system by linking the activities and requirements of multiple organizations with theater logisticians performing theater distribution functions. The JDDOC, in coordination with the TSC, provides visibility of strategic distribution and deployment. The TSC also establishes links with USTRANSCOM's Service components to coordinate seaport and aerial port operations throughout a CCDR's specified AOR. The JDDOC supports theater movement control by resolving movement conflicts and assisting the TSC in meeting transportation requirements that exceed TSC capability.

3-54. The TSC uses the theater distribution plan to execute Army theater distribution, describing how sustainment flows from the theater base to the tactical level—outlining who, what, when, where, and how distribution will be accomplished. The theater distribution plan supports the CCDR's priorities by establishing how to meet requirements given available logistics assets, units, transportation modes, and

in-theater infrastructure and identifies competing requirements and shortages. It is a living document that constantly evolves as the theater matures and the campaign progresses.

THEATER DISTRIBUTION PLANNING

3-55. The TSC conducts most of the sustainment planning for the theater Army. However, planners should also recognize that other organizations possess information that benefits distribution planning. Examples include: the theater engineer command, theater signal command, MEDCOM (DS), theater aviation brigades, and the military intelligence brigade-theater. These organizations must perform assessments for their respective fields. Sharing this information can reduce time, effort, and friction and improve battlefield awareness. Many of these organizations also can reach back to their own strategic resources to support planning efforts.

3-56. The theater sustainment plan includes the theater distribution plan and movement plan. The theater distribution plan describes how sustainment flows from the theater base to the tactical level and return. The theater movement plan is a product of the theater distribution plan and synchronizes resources with requirements, applies movement control measures, and mitigates shortfalls by applying established priorities. The theater distribution plan is a living plan that may adjust to support various requirements or operations. The TSC monitors the operational-to-tactical execution of the theater distribution network and manages critical information requirements for deployment and sustainment operations.

3-57. Sustainment planners must limit the impact of actions against the distribution network to ensure sustainment of forces. Planners may use a variety of techniques to mitigate actions against the distribution network such as altering routes and using aerial delivery. Distribution depends upon various independent and mutually supporting networks. The networks consist of both manual and automated systems designed to assist with cargo management. The distribution system is dependent on the effectiveness of these networks.

Physical Network

3-58. The physical network consists of the quantity, capacity, and capability of military organizations, fixed structures and established facilities, commercial partners, multinational participants, and HNS supporting distribution operations. It includes airfields, roads, bridges, railroads, structures (such as warehouses, depots, or storage facilities), ports and staging areas, inland waterways, and pipelines (fuel and water). When considering physical networks, planners need to consider constraints to the flow of materiel and movements. These restrictions often describe infrastructure bottlenecks or conditions that limit or degrade the ability of the distribution system to support an operation. Planners must identify and offset or adapt to these constraints.

3-59. An infrastructure assessment identifies capabilities and limitations of the theater to support distribution operations. It tailors the needs of the supported force and is cumulative in nature. It serves as the basis to determine the amount and type of support personnel and materiel to deploy early to facilitate the deployment of combat forces, and facility upgrades required to enhance operations. In many cases the forward engineer support team-advance conducts infrastructure assessments, resource assessments, bridge assessments, and airfield assessments for planning. Threat activity against space-based communications is a concern for theater distribution operations. Communications interruptions will require forces to adapt and adjust until full capability is restored. Short-term disruptions of satellite communications are mitigated through alternative communications methods. More information concerning infrastructure assessments is in ATP 3-34.81.

3-60. A typical infrastructure network assessment might consider—

- Transportation networks. Are roads, bridges, and railroads trafficable? Is the airport operational? Do helicopter landing sites exist and are they useable? Can they sustain additional and possibly oversized traffic?
- Fuel distribution. Is there a fuel distribution system available to commercial and residential customers? What is the status of fuel distribution systems? What is the status of storage capacity?
- Explosive hazards. Are ordnance hazards observed?
- Environmental hazards. Are environmental hazards observed?
- Communications. Is the telephone network available and operational?
- Sewage. What is the status of the local sewage system? What health and environmental risks exist?

- Water. What potable water sources are available? Are they adequate? Have they been tested? What is the status of water treatment plants or distribution systems? What is the status of potable water in commercial or residential properties? Storage capacity? Determination of location and capacity of wells?
- Electricity. What is the status of electrical generation facilities, to include availability of generators? What is the status of the transmission infrastructure? What critical facilities (hospitals, government buildings, schools) are not having their needs met? What is the availability of fuel for transportation, heating, and cooking? Is there an adequate system of distribution?

3-61. The infrastructure assessment is an integrated effort by the intelligence and sustainment warfighting functions. They review the complete logistics picture that shows the port and supply locations, nodes, HSS, maintenance, and transportation activities. This assessment allows planners to know where and how support normally flows, and where it diverts as operational needs dictate. The distribution system constantly evolves as the theater develops.

3-62. The logistics planner identifies locations for possible inland terminals, future ports, and upgraded surface infrastructure. In distribution planning, both improved and unimproved road networks are in consideration to support distribution execution. Planners consider rivers that have to be crossed or used for surface distribution.

3-63. Movement planners use the infrastructure assessment to develop the transportation network. Planners evaluate the complete system of routes pertaining to all modes of transportation available in the theater. Planners assess intelligence and engineer information on the theater to determine the capabilities of available transportation networks. They analyze the situation to determine existing or potential threats to movement. Concurrently, they assess the suitability and feasibility of moving supplies and personnel over those transportation networks. Based on these assessments, planners recommend locations for transportation units and modes to make full use of the transportation networks.

Financial Network

3-64. The financial network consists of the policies, agreements, processes, and decision systems that obtain, allocate, and apportion fiscal resources. These resources enable and maintain distribution capabilities and execution of distribution missions. Fiscal assets provide the critical linkage to commercial distribution capabilities. The financial network includes funding mechanisms and accounting responsibilities for access to local inventories for local purchase and contracting. The immediate concern to planners is the adequacy of funding, the authority and ability to access that funding, and the ability to disburse financial resources to obtain needed distribution capabilities and materiel. Financial management personnel should participate in the planning process to coordinate for special funding and disbursing operations in support of contract requirements.

Information Network

3-65. The information network is the combination of all information and data collection devices, decision support tools, and asset visibility and enabler capabilities supporting theater distribution. The information network provides sustainers performing theater distribution functions with the situational understanding and control to operate the distribution system. Compatibility constraints, particularly when dealing with multinational, HN, or commercial partners, may affect information network operations. Capacity constraints may arise when network operations surge from peacetime to multidomain operations. These could result in lost information that would degrade the quality of distribution operations. Restrictions imposed for operations security purposes may shut down or limit access to some peacetime information networks used in the global distribution process. A cyberspace threat may shut down, limit, or corrupt networks. Cyberspace attacks on both DOD and commercial networks could significantly influence theater distribution. State and non-state threats possess sophisticated cyberspace capabilities to deny or manipulate essential information; robust protection measures are required to diminish the operational impact. Planners coordinate several alternate means of communication.

Communications Network

3-66. The communications network links all facets of the distribution system and provides continuous information throughout the strategic, operational, and tactical levels of the Army's battle command network capability areas. It carries all the data produced by the information network. The security, capacity, and reliability of the communications network significantly impact distribution operations. Application of modern military and commercial communications systems, combined with information systems, comprise the central nervous system of the distribution system. Placing constraints (physical or administrative restrictions) may limit the amount of information flow over communications systems that is necessary to conduct operations. The sustainment planner must also consider the sufficiency of the information and communications networks. Identifying the type and availability of communication and information tools will influence where the planner places terminals and distribution-controlling units. Planners recognize these limitations and take action to increase the network capacity or establish alternative communication systems.

PORT OPENING

3-67. Port opening is a subordinate function of the theater opening process that involves establishing and operating APODs and SPODs and involves USTRANSCOM and its subordinate Service component commands. AMC is responsible for managing APODs and SDDC is responsible for managing SPODs. The Navy's MSC is involved in providing sealift from its organic fleet or through contracts with commercial ocean carriers.

3-68. Port operations are a critical function that require joint coordination with HN partners to determine throughput capabilities, HN support available, and contractual requirements required to fully operate the port successfully. Other considerations include whether the establishment of JLOTS is the best method to utilize if infrastructure is not capable of meeting specific requirements.

3-69. JLOTS is the loading and unloading of ships in an austere environment or without deep draft capable fixed-port facilities. It includes all processes from in-stream discharge through the off-loading and arrival of equipment, cargo, and supplies at the inland staging and marshalling areas, or it can be used to bypass enemy anti-access or area denial efforts. JLOTS can also supplement existing port facilities to provide the CCDR the option to choose which off-load locations to use, such as bare beach, austere port, or a damaged fixed port. Using JLOTS allows for cargo to be delivered and off-loaded closer to the point of need and allows the ability to create pier facilities, conduct salvage, or provide floating crane support capabilities alongside ships and fixed facilities. The Army can conduct its own logistics over-the-shore operation using a variety of Army watercraft systems or it can operate in conjunction with the Navy in a JLOTS operation. See ATP 4-15 and ATP 4-13 for more information about Army logistics over-the-shore operations.

JOINT TASK FORCE-PORT OPENING

3-70. The JTF-PO is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an APOD and SPOD, establish a distribution node, and facilitate port throughput within a theater of operations. Aerial port opening is the process of establishing an air terminal at an APOD to receive deploying forces, their equipment, and cargo for sustainment, disaster relief, or humanitarian assistance operations. There are two options available to the CCMD that could be used to accomplish the mission associated with opening an air terminal—JTF-PO (APOD), or a combination of the Air Force's contingency response group and an Army arrival/departure airfield control group. The JTF-PO is a jointly trained, ready set of forces constituted as a JTF at the time of need. The Army contribution to the JTF-PO is the transportation detachment, rapid port opening element that has the capability to conduct cargo handling, movement operations to a forward distribution node, provide ITV, and facilitate port throughput in support of the CCDR. The JTF-PO is designed to deploy and operate for 45-60 days. As follow-on theater logistics capabilities arrive, the JTF-PO transfers mission responsibilities to arriving forces or contracted capabilities to ensure the seamless continuation of airfield and seaport distribution operations. For more information, see JP 4-09.

RAPID PORT OPENING ELEMENT

3-71. The rapid port opening element is part of a transportation detachment assigned to the TSC that can be attached to a transportation terminal battalion as needed. The rapid port opening element is designed to establish an initial rapid entry APOD or SPOD and perform ITV, clearance, and distribution operations in a CCDR's JOA to receive and trans-load cargo and personnel to a marshaling area for distribution and movement forward. For further details, see FM 4-0 and ATP 4-16.

TRANSPORTATION BRIGADE EXPEDITIONARY

3-72. The TBX provides C2 of assigned and attached port, terminal and watercraft units conducting expeditionary intermodal operations in support of multidomain operations. This organization is assigned to a TSC or ESC and is normally employed in a theater of operation to provide C2 for port opening and operation of inland waterway, bare beach, degraded and improved seaports. Additionally, water terminal and watercraft units are assigned to the TBX to conduct deployment, redeployment, and distribution support. The TBX depends on a harbormaster operations detachment to provide 24-hour operational control for Army vessels conducting intratheater lift, water terminal, inland waterway and joint amphibious, riverine, and JLOTS operations. For further details see chapter 2 of this publication, and ATP 4-13.

TERMINAL OPERATIONS

3-73. Terminals are essential nodes of the total distribution network that support the commander's concept of operation. When linked by modes of transport (air, highway, rail, and water), terminals define the transportation structure. Army terminal operations are key enablers of the theater distribution system and are conducted at common-user seaports, inland waterway ports, bare-beach logistics over-the-shore operations, rail terminals, aerial ports, truck terminals and trailer transfer points, centralized receiving and shipping points, supply support activities, ammunition storage areas, and other distribution nodes throughout the operating area. Terminal operations present unique aspects for distribution execution; for example, some commercial seaport operations can be conducted with no military presence at all, while other water terminal operations, such as logistics over-the-shore, may require multiple units.

3-74. Land terminals include centralized receiving and shipping points, trailer transfer points, and rail, petroleum, and inland water terminals. Land terminals are established at points along air, rail, river, canal, pipeline, and motor transport lines of communication to provide for the trans-shipment of cargo and personnel carried by these modes. Inland terminals are key enablers or links between modes when terrain and operational requirements cause a change in type of conveyance. For further details on terminal operations, see ATP 4-13, and FM 4-0.

RECEPTION, STAGING, AND ONWARD MOVEMENT

3-75. RSO is a set of complex processes involving the CCMD, the Service component commands, strategic partners, joint partners, sustainment enablers, and the HN. It is not only limited to U.S. forces but may also support unified action partners. The RSO process delivers combat power to the JFC in the AOR by configuring and combining incoming equipment and supplies with personnel to form units or to facilitate individual replacement operations (personnel and equipment). RSO operations require a seamless strategic-to-theater interface while balancing deployment operations with theater distribution operations designed to sustain the force during all phases of operations.

3-76. Planning for RSO operations is the responsibility of the CCMD. However, responsibility for execution may be assigned to a joint headquarters or to a Service component command. The theater Army is heavily involved in RSO operations and, as the dominant user, is normally assigned the responsibility of execution. Planners consider the mission, structures of forces, deployment timelines, actions required to prepare the force, capacity and capabilities of port facilities, and scheduled movements. Each factor impacts the ability to move forces through the RSO process. The RSO process will require some combination of theater support contracts, external support contracts (for example, LOGCAP), acquisition and cross servicing agreements, regionally available contracts with the HN, and military support. Contracts require time to execute well in advance of need. Legal, financial, and political ramifications also require consideration. OCS is not a process that can be completed quickly.

3-77. When the theater Army is the designated headquarters for execution, the TSC is normally tasked to conduct RSO operations and may employ one or more attached ESCs to execute them and provide C2 over distribution operations. The theater Army passes TACON of the units undergoing RSO to the TSC or sustainment command tasked with the mission. The TSC must conduct thorough mission analysis to identify and request the capabilities required to conduct RSO. The optimal mixture of support and enablers tailored to receive forces will minimize the time it takes for units to move through the process. The division sustainment brigade is not part of the RSO support structure. It completes the process by providing support to its division at and beyond the tactical assembly area. The theater Army operations staff section (G-3) or an operational-level maneuver organization will assign initial staging areas, movement routes, and subsequent assembly areas.

3-78. The TSC enables RSO by building a theater infrastructure from a combination of existing and deployable assets capable of supporting the deployment process and rapid force generation. It relies upon subordinate sustainment brigades and their subordinate units to conduct port of debarkation support operations, provide life support, and execute distribution operations. The complexity of involvement in the RSO process can be seen in the number of units involved supporting the TSC from six areas: transportation, quartermaster, ordnance, medical, HR, and financial management. Transportation support units include cargo transfer companies; transportation truck companies (including heavy transport); petroleum, oils, and lubricants companies; and movement control teams. Quartermaster assets include quartermaster and POL companies for material storage and distribution. Ordnance assets provide ammunition movement and issue and maintenance units to support readiness (may involve contractor support). Medical units provide support for medical emergencies and sick call. HR units initiate and establish the theater personnel database and theater personnel accountability and tracking of units and personnel entering, departing, and transiting theater. Financial management elements provide financial support to transient personnel. Each capability requires support and coordination at all echelons and phases within the RSO process.

3-79. The TSC controls the physical facilities and collaborates with the advanced echelon of the arriving warfighting headquarters to establish the throughput capacity. The TSC may be involved in resolving theater-level issues with unified action partners in the negotiations for joint use of available assets. The TSC plans for Army support to other Services, CUL, and other common sustainment resources provided by Army forces in the theater and notifies the theater Army if the expected workload exceeds Army force capabilities. Direct collaboration with DLA and the development of the concept of logistics support for the theater is integral to TSC support of RSO operations. DLA works with the CCMD and the Services to evaluate time-phased force deployment data requirements against DLA capabilities (industrial base, stock status, and contracts) to help identify potential risks to mission execution and success. In addition to capabilities mentioned above, other assets support the process by providing additional infrastructure capabilities, security, protection, and C2. Some of these include military police for protection while conducting RSO during movement from reception to staging bases; engineer units for providing power; and chemical units for decontamination and reconnaissance. Planning for RSO support resources must also include planning for those enabler's requirements. See JP 3-35, FM 4-0, and ATP 3-35 for additional information concerning RSO operations.

3-80. The TSC's CUOPS cell tracks RSO progress while the DMC staff provides oversight of efforts. The DMC staff coordinates and synchronizes RSO and eventual integration activities with subordinate commands and strategic and joint headquarters. The goal is to maintain a balanced flow of supplies, personnel, equipment, and units consistent with strategic lift capabilities, port capacity, and the priorities of the theater Army and CCDR. The TSC directs the operation of the theater's ports of debarkation and the AOR distribution networks to minimize bottlenecks that may impede the flow of cargo and forces into and throughout the theater. The primary tools utilized by the TSC staff are the deployment information (as part of the time-phased force deployment data) which helps identify capabilities and capacities needed to support RSO, the Joint Operation Planning and Execution System for movement deployment lists and timelines, the Global Air Transportation Execution System for cargo manifest information, and other locally derived COP systems.

3-81. Success of the RSO process is measured by force closure—the point in time where the supported CCMD or JFC determines they have sufficient personnel and equipment resources in the assigned operational area to carry out assigned tasks. During RSO operations, data relating to arriving unit personnel, equipment, contractors, and containers must be captured at each point of entry into the theater. The theater gateway personnel accountability team conducts personnel accountability throughout the process. For more

information on RSO operations and processes, see ADP 3-0, ADP 4-0, FM 4-0, JP 3-35, JP 3-36, ATP 3-35, and FM 1-0.

SUPPORT TO ARMY OPERATIONS

3-82. The theater Army is responsible for all Army operations to include reception of forces, sustaining forces, and preparing to redeploy forces. This headquarters also interacts with strategic and operational commands and organizations essential to the theater distribution network to enable multidomain operations across the OE as described in FM 4-0.

3-83. Army sustainment enables multidomain operations by providing the support required to keep the Army and its unified action partners engaged in operations across the OE. Sustainment formations supporting Army operations provide logistics support and services within the Army operational context of competition, crisis, and conflict to ensure the field army and corps commanders' freedom of movement, operational reach, and prolonged endurance. At the theater-level, each command headquarters is supported by a TSC that plans and executes operational and tactical sustainment support to Army forces during competition, crisis, and conflict.

MULTIDOMAIN OPERATIONS

3-84. Unified action is the joint operational concept. *Unified action* is the synchronization, coordination, and integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort (J.P. 1, Volume 1). As a unified action partner, the Army conducts operations with other military forces, governmental and non-governmental organizations, and elements of the private sector through direct planning, coordination, synchronization, and integration. Through the execution of combined operations in multiple domains, the Army can create and exploit relative advantages against near-peer competitors spanning the competition continuum across the OE. Army forces prevail in multidomain operations by employing rapid and continuous integration of all domains of warfare to deter and win short of armed conflict. Should deterrence fail, Army formations, operating as part of the Joint Force, penetrate and dis-integrate enemy anti-access and area denial systems; exploit the resulting freedom of maneuver to defeat enemy systems, formations, and objectives and to achieve our strategic goals; and consolidate gains to force a return to competition on terms more favorable to the U.S., unified action partners and allies.

3-85. During the competition phase, theater armies strengthen land-power networks, set the theater, and demonstrate readiness for armed conflict through the command and control (C2) of Army forces supporting the CCP. During the crisis phase, theater armies provide options to combatant commanders (CCDRs) as they facilitate the flow and organization of land forces moving into the theater. During armed conflict, theater armies enable and support joint force land component commander (JFLCC) employment of land forces. The JFLCC provides C2 of land forces and allocates joint capabilities to its corps and other subordinate tactical formations. For further information, see FM 3-0.

3-86. Sustaining multidomain operations requires a continuous link between the strategic, operational, and tactical levels, enabling commanders to generate and maintain combat power necessary to sustain operations in this complex environment. The TSC is the Army's command for the planning, coordination, integration, and synchronization of sustainment support to multidomain operations in a CCDR's AOR, also known as a theater. The TSC plans and oversees execution of all sustainment tasks required and relies on close coordination, collaboration, integration, and synchronization with other unified action partners.

SUSTAINMENT SUPPORT TO OPERATIONS DURING COMPETITION

3-87. Army operations at the theater level during competition below armed conflict focus primarily on activities to help prevent, deter, or counter actions contrary to U.S. interests that challenge the stability of a nation or region. Competition is a shaping effort that includes long-term persistent military engagements, security cooperation, and deterrence missions, tasks, and actions intended to assure friends, build partner capacity and capability, and promote regional stability. It also includes unit home station activities such as maintaining operational readiness, conducting training, and contingency planning for potential large-scale combat operations. Combined exercises and training, military exchange programs, and foreign military member attendance at Army schools are examples of home station shaping activities.

3-88. This stage of the competition continuum is a complex undertaking that requires a whole-of-government approach to ensure inter-organizational cooperation and coordination among the various unified action partners. The theater Army conducts a broad range of sustainment tasks to set the theater during competition. These tasks interface with tactical-level sustainment tasks that helps enable the division's tactical reach. Sustainment tasks during competition below armed conflict include the following:

- Establish and operate the theater distribution network.
- Conduct sustainment mission command.
- Conduct RSO.
- Manage HN support and OCS.
- Establish and operate forward and intermediate basing.
- Establish and conduct theater financial management operations.
- Establish and manage theater personnel tracking and reporting.
- Manage personnel replacement operations.
- Establish and conduct theater personnel support operations.
- Establish and manage theater evacuation and hospitalization.
- Conduct theater medical regulation.

TSC Support to Operations During Competition

3-89. The TSC supports the CCDR by ensuring continuity of sustainment support to land operations across the theater, enabling the commander to apply combat power. The TSC headquarters coordinates with the theater Army G-1, G-4, G-8, and surgeon to plan, coordinate, integrate, and synchronize sustainment for security cooperation activities with the AOR. The TSC—

- Plans and coordinates sustainment for security cooperation activities such as joint, multilateral, bilateral, and multinational exercises, and exchange programs to improve multinational interoperability and operations.
- Plans and coordinates sustainment for security force assistance missions to train, advise, and equip foreign forces.
- Assists with determining requirements for establishing relationships, negotiating basing and transit rights, and formalizing support agreements.
- Provides analysis and coordination with joint force and unified action partners concerning border crossings and infrastructure capacity such as roads, bridges, and ports.
- Participates in OPLAN and CONPLAN development and revision.
- Provides recommendations to Army representatives regarding civil-military operations and decisive action operations in multiple operational areas.
- Integrates contract and HN support into the theater sustainment concept of support.
- Supports indirect approach activities to support CCMD security cooperation programs designed to enhance capability and capacity of joint force and unified action partners.

3-90. Additional sustainment tasks during competition include the following:

- Establish and operate the theater distribution network.
- Conduct sustainment mission command.
- Conduct RSO.
- Manage HN support and OCS.
- Establish and operate forward and intermediate basing.
- Establish and conduct theater financial management operations.
- Establish and manage theater personnel tracking and reporting.
- Manage personnel replacement operations.
- Establish and conduct theater personnel support operations.
- Establish and manage theater evacuation and hospitalization.
- Conduct theater medical regulation.

3-91. U.S. forces may directly assist the HN by conducting operations for the mutual benefit of the HN and U.S. interests. These operations provide either a capability the HN does not possess or increases the capacity of the HN to conduct the operation. The TSC supports the following activities typical of this direct approach:

- Civil-military and civil affairs operations, including sociocultural effort.
- Foreign humanitarian assistance.
- Transportation and maintenance support.

3-92. The TSC ensures theater support and external contract support actions are properly incorporated and synchronized with the overall concept of support. OCS augments other support capabilities by providing an additional source for required supplies and services. The TSC coordinates with the theater Army G-4, joint force, multinational partners, governmental and nongovernmental organizations, HN, elements of the private sector, the AFSB, and the CSB for this support. AR 715-9 and AR 700-137 prescribe policy and responsibilities for planning and managing OCS and LOGCAP respectively.

3-93. The understanding of an OE and situational awareness developed during competition inform the OPLAN, which updates continuously as conditions change. For example, a TSC review of an OPLAN could reveal that a planned port is no longer the best option for the current situation and would revise to reflect ports that are more suitable. The theater Army, in collaboration with the TSC, updates the revisions presented and submits recommendations to the CCDR as updates to the OPLAN. For additional information regarding sustainment of operations to shape, see FM 4-0.

Sustainment Support to Operations During Crisis

3-94. The activities supporting operations during crisis include missions, tasks, and actions to deter an adversary from undesirable actions through the display of friendly capabilities and the will to use them. The nature of deterrent options varies according to the nature of the adversary (irregular, state, or non-state), the adversary's actions, U.S. national objectives, and other factors. Army operations during crisis assist the JFC with establishing a capability to deter.

3-95. A display of capabilities typically requires the deployment or repositioning of forces to demonstrate an ability or intent to respond with force. Rapidly deploying a credible force is one step in deterring or blocking aggression. Prompt deployment of sufficient land forces in the initial phase of a crisis can preclude the need to deploy larger forces later. Deployment alone, however, will not guarantee success. Successful operations to prevent create the conditions required to quickly transition into large-scale combat operations if the need arises. With the initial shift to crisis activities, the theater Army priority of effort shifts to theater opening. This shift enables the theater Army to establish and operate ports of debarkation, establish a distribution system, and facilitate throughput for RSO of forces within the AOR. Posturing in this manner enables the joint force to gain positions of advantage and deny adversaries time to set conditions in their favor. These actions require a significant amount of sustainment.

3-96. Operations to prevent focus on refining contingency plans and preparing estimates for the land power needed for flexible deterrent options and flexible response options. The theater Army examines a range of basing and deployment options. When the CCDR decides on specific deterrent options, the theater Army begins the process of tailoring land power options while refining plans for the full employment of land power should deterrence fail. The tailoring activities consist of selecting the necessary capabilities and correctly sequencing them for deployment. When necessary, force tailoring follows by projecting the force into the AOR through a range of processes including mobilization, deployment, employment, sustainment, and redeployment of forces. These processes are a continuous, overlapping, and repeating sequence of events throughout an operation. A review of chapter 2 provides more context concerning actions during crisis conducted by organizations and units supporting sustainment operations assigned or attached to the TSC. For additional information regarding sustainment support to operations during crisis, see ATP 3-93, FM 3-0, and FM 4-0.

3-97. Operations during crisis are characterized by actions to protect friendly forces and indicate the intent to execute subsequent phases of planned operations. With the transition from competition to crisis, the theater Army shifts to refining contingency plans and preparing estimates for land power based on GCC guidance. These estimates also capture specific sustainment tasks that should be considered during crisis. Sustainment tasks during crisis include the following:

- Begin theater distribution.
- Establish sustainment mission command.
- Establish RSO.
- Execute HN support and OCS.
- Open forward and intermediate basing.
- Execute theater financial management operations.
- Begin theater personnel tracking and reporting.
- Prepare for personnel replacement operations.
- Prepare for theater personnel support operations.
- Begin theater evacuation and hospitalization.
- Conduct theater medical regulations.

Support the Theater Army in Refining Plans and Developing Estimates

3-98. The TSC, in support of the theater Army, prepares support estimates that outline the responsibilities and requirements for maintaining access and theater opening where U.S. military presence is forward stationed or deployed. The estimates are included in the theater Army Annex F (Sustainment) which provides the concept of support for the CCMD's OPORD or OPLAN.

3-99. TSC commanders and staffs develop sustainment support plans that ensure Army forces are sustained throughout all Army strategic roles. These plans are developed in close coordination with the theater Army and the supported commander to ensure that all forces can be sustained in accordance with the joint commander's priorities. In coordination with the theater Army G-4, the TSC SPO will develop annexes that support Army support to other Services and strategic and multinational partners. These annexes include Annex F (Sustainment), Annex P (Host-Nation Support), and Annex W (Operational Contract Support). The annexes must include appendices 1, 2, and 3 for Annex W, which are developed in coordination with the AFSB and CSB and include actions required to set the theater for contracting support.

3-100. The mission determines sustainment requirements and is further influenced by factors such as deployment timelines and sequencing, troop density, infrastructure, geography, and theater policies. The TSC staff considers these factors as well as others when developing a concept of support to meet theater Army requirements. Inherent in the planning process is an understanding of the supported commander's mission priorities and status of available resources.

Project the Force

3-101. The ability to project the force is essential to effective operations in the prevention of conflict. *Force projection* is the ability to project the military instrument of national power from the United States or another theater in response to requirements for military operations (JP 3-0). The operational speed and tempo reflect the ability of the deployment pipeline to deliver combat power where and when the JFC requires it. Force projection encompasses a range of processes including mobilization, deployment, employment, sustainment, and redeployment. See Glossary, Section II-*Terms* for definitions of mobilization, deployment, employment, sustainment, and redeployment and their related doctrinal references.

TSC Support to Operations in Crisis

3-102. The TSC continues to support operations during crisis by conducting set the theater and security cooperation activities throughout the AOR. The TSC's priority of effort still focuses on sustaining deployed forces. If the TSC has an attached ESC, that ESC may focus on select operational activities such as operational area opening activities, Army support to other Services, and sustaining deployed forces in the AOR. This division of responsibilities enables the TSC to continue focusing on long-range planning to set the theater. Specific activities conducted by the TSC during operations in crisis include—

- Support the theater Army in refining plans and developing estimates.
- Tailor and project sustainment forces.
- Coordinate and synchronize operational area opening to include RSO.

3-103. In conjunction with the CCMD staff and interorganizational partners, the theater Army identifies locations to develop or improve bases and base camps in the AOR for sustainment, protection, and infrastructure development. The functions inherent in establishing the AOR include identifying responsibility for Army support to other Services and agencies, land transportation, inland petroleum pipeline operations, and CUL. The associated functions of operational area opening, port and terminal operations, and RSO are critical to the initiation of military operations.

3-104. The TSC is normally assigned the responsibility of RSO with subordinate units attached to the TSC ESC, sustainment brigade, and CSSB (down to movement control teams and other functional and multifunctional units) tasked with specific supporting roles to the overall mission execution. Tasks may include feeding, billeting, limited supply, financial management, public affairs, Role 1 medical support, battlefield orientation, and transportation of replacements to their assigned units. The TSC or attached ESC is responsible for directing the operation of the theater ports of debarkation and distribution networks to manage the flow of personnel and materiel into and throughout the theater. For additional details regarding the RSO process and distribution, see ATP 3-35 and ATP 4-42.

3-105. As part of determining the need to expand the sustainment capability of the theater, planners assess the adequacy of existing sustainment infrastructure to determine its ability to support anticipated military operations. The TSC, in close collaboration with the CCMD J-4, the theater Army, and the Army Corps of Engineers, plays a large role in forecasting anticipated requirements, developing recommendations for additional infrastructure, and managing the subsequent execution of logistics support operations. Sustainment infrastructure development activities may include identifying requirements for forward basing and air, land, and sea transit rights through sovereign territories of partner or neutral nations within the AOR. The Department of State and the appropriate U.S. diplomatic mission will negotiate any bilateral or multilateral agreements. For more information on setting the theater, see JP 3-31, ADP 3-0, ADP 4-0, FM 3-0, FM 3-94, FM 4-0, and ATP 3-93. See FM 4-0 for additional information regarding sustainment of operations to prevent activities.

Sustainment Support to Operations During Conflict

3-106. During support to operations in conflict, Army forces focus on the defeat and destruction of enemy forces operating as a part of the joint team. Army forces close with and destroy enemy forces in any terrain, exploit success, and break their opponent's will to resist. Conflict resolution requires the Army to conduct sustained operations with unified action partners as long as necessary to outlast an adversary and achieve national objectives.

3-107. In conflict with near-peer enemies, commanders conduct decisive action tasks to seize, retain, and exploit the initiative. These tasks involve the orchestration of many simultaneous unit actions in the most demanding of OEs.

3-108. Army forces generally constitute the preponderance of land combat forces, organized into corps and divisions, during large-scale combat. Corps and divisions execute decisive action tasks where the predominance of activities are offensive and defensive tasks.

3-109. The theater Army commands all Army forces in the AOR until the CCDR attaches selected Army forces to a joint headquarters. When that happens, the theater Army divides its responsibilities between the Army component in the JTF (the ARFOR) and Army forces operating in other parts of the AOR. The theater Army is organized, staffed, and equipped to perform the roles as a JTF headquarters or a JFLCC headquarters on a limited basis for contingency operations. See ATP 3-93 and FM 3-0 for additional information regarding the speed, scope, and scale of large-scale combat operations.

3-110. For sustainment leaders to effectively support multidomain operations, they should be familiar with or understand required sustainment tasks at each level of warfare. Further, leaders should understand how those sustainment organizations are synchronized, coordinated, and integrated with government and non-government entities to conduct military operations. Sustainment tasks associated with conflict include the following:

- Conduct theater distribution network.
- Continue sustainment mission command.

- Conduct and assess RSO.
- Continue and assess HN support and OCS.
- Operate forward and intermediate basing.
- Perform theater financial management operations.
- Execute theater personnel replacement operations.
- Conduct theater personnel support operations.
- Execute theater evacuation and hospitalization.
- Execute theater medical regulations.

TSC Support to Operations During Conflict

3-111. The TSC is organized, staffed, and equipped to be the senior command for the integration and synchronization of sustainment for the theater Army. The TSC has limited capabilities to perform roles as a joint logistics command or headquarters for a limited contingency operation. If assigned the responsibility to perform the mission as a joint logistics command by the theater Army, the TSC or attached ESC will require staff augmentation from other Service components as well as Army units. The resulting task organization will reflect changes based on sustainment support mission changes and are best shown as relationships based on support function (for example, HR, supplies, services, and transportation). See chapter 2 for more information and review of TSC centers and staff augmentation elements, theater augmentation brigades and groups, TSC strategic partners, DA Civilians and contractors, and TSC task organization.

3-112. Sustaining large-scale combat operations in support of the theater Army commander's objectives requires a thorough understanding of strategic-level sustainment forces and their capabilities. The understanding of each unit's capabilities contributes to synchronization with higher, adjacent, and joint enabling agencies. The key strategic partners to integrate and synchronize sustainment functions with the TSC include DLA; USTRANSCOM elements AMC, MSC, and SDDC; JDDOC; the theater petroleum center; and USAMC. For additional information regarding strategic-level support partners, see FM 4-0.

3-113. A TSC may manage multiple roles simultaneously, with the priority being the sustainment of Army and joint forces. With augmentation, the TSC is capable of continued support to security cooperation and assistance missions while supporting other missions (for example, RSO and operational area opening) throughout the AOR even as the CCMD shifts to conduct different campaigns. The TSC maintains situational understanding using an assessment team and through coordination with an attached ESC supporting sustainment and distribution requirements within the AOR.

3-114. As sustainment remains the primary responsibility of the TSC throughout all phases of a campaign, it analyzes supported commanders' priorities and plans to understand their requirements and determine their capacity to build stocks. When appropriate, the TSC coordinates with the supported units and enables replenishment to occur without a request. This push of supplies assists supported units while they become established and throughout the duration of their operations. The TSC may rely upon APS to meet initial surge requirements for sustainment.

3-115. The TSC provides sustainment to JTFs while they are getting established in theater. Once the JTF sustainment headquarters is fully operational, it assumes sustainment responsibility for the JTF and its supported units. The TSC coordinates with the theater Army staff and develops plans and requests for forces for any shifts in operations to consolidate gains or redeploy.

3-116. With the JOA established, the TSC may depend on ESCs to communicate sustainment requirements. In a relatively stable environment, the TSC may flow supplies after a request from the supported unit is received and validated against running estimates of actual consumption. When communications are impaired, the TSC may again sustain supported operational areas using anticipated and estimated requirements.

3-117. The TSC monitors all sustainment operations in theater and leverages strategic support to mitigate actual or potential shortfalls. This is done in coordination with the theater Army G-4, who controls logistics requirements for the Army's theater-committed forces. The theater Army G-4 section coordinates logistics requirements with the CCMD J-4. The materiel managers within the TSC DMC monitor the operational situation, anticipate requirements, and identify opportunities to leverage distribution. In anticipation of the CCMD electing to expand an AO or JOA, the J-4, through the joint logistics operations center and JDDOC,

will coordinate with the theater Army and TSC to identify additional sustainment support requirements to meet an enlarged footprint. To streamline operations, the CCMD J-4 may position the JDDOC within the TSC when the Army is the lead Service for logistics. See ATP 3-93 and JP 4-0 for more information.

3-118. A key to success for the TSC staff and DMC materiel managers is the ability to leverage distribution against requirements before the demands arise. The complexity of sustaining theater Army and joint forces requires the TSC commander and staff to continually synchronize current support and distribution operations with future OPLANs. For example, forecasting consumption requirements based on an anticipated increased footprint and operating tempo may identify critical shortfalls regarding existing fuel storage capacity in an operational area. As infrastructure may be extremely slow to expand, plans to increase capacity must be initiated well in advance of an actual requirement. These actions can be the difference between a maneuver commander maintaining freedom of action and endurance and an operation culminating early due to fuel constraints.

Challenges and Threats to Sustaining Operations During Conflict

3-119. Conflict on the competition continuum is characterized by simultaneous, geographically dispersed operations that occur in various OEs and are challenged across multiple domains. These operations require greater sustainment than other types of operations because of the higher operating tempo, greater lethality, and significantly increased consumption of supplies, equipment, and demands on the sustainers, infrastructure, and distribution networks. The lethality of large-scale combat operations increases the propensity for mass casualties, requirements for mortuary affairs, increased requirements for a robust medical architecture, and large-scale personnel and equipment replacements. Large-scale combat operations will require the distribution system to move a greater volume of personnel and equipment than in other types of operations. Increased velocity and precision will be required to sustain operations.

3-120. Sustaining large-scale combat operations against a near-peer threat is the current focus for sustainment planning. A near-peer threat is an adversary or enemy with capabilities and capacity to oppose U.S. forces across multiple domains worldwide or in a specific region where it enjoys a position of relative advantage. Near-peer threats present credible challenges to sustainment forces using information warfare, isolation, systems warfare, preclusion, and sanctuary. For further details, see FM 2-0. Planners must consider other factors affecting sustainment operations, such as contested line of communications and anti-access/area denial techniques.

3-121. The scale and complexity of reconstitution operations requires commanders at all levels to be prepared to coordinate and execute efforts to return ineffective units to a mission capable status as quickly as possible to meet campaign objectives. Reconstitution is not a sustainment operation, although sustainment plays an integral part and is enabled by all warfighting functions. To support reconstitution planning, sustainers must anticipate and plan for larger losses to personnel, supplies, and equipment due to the highly destructive nature of large-scale combat operations. Sustainers must also work closely with maneuver, maneuver support, and sustainment units to rebuild combat power. In support of reconstitution operations, the TSC provides staff oversight by coordinating and synchronizing unit movements to designated assembly areas in accordance with the theater Army, corps, or division reconstitution CONPLAN. See ATP 3-94.4 and FM 4-0 concerning explanation of the two types of reconstitution operations.

Non-Organic Support

3-122. Approximately eighty percent of Army sustainment capabilities reside in the Reserve Component. The Soldiers and units that provide those capabilities may require several weeks to months to mobilize, train, and deploy before becoming available to support military operations in an AOR. The delayed arrival of this organic capability requires sustainment planners to coordinate and synchronize sustainment from non-organic sources including HN support, acquisition and cross-servicing agreements, agreements with other nations, and OCS in the interim.

THEATER CLOSING

3-123. Theater closing begins with the termination of joint operations. In the final stages of theater closing, military operations transition to the State Department. The theater closing phase of an operation is

characterized by joint force support to legitimate civil governance and represents a shift from operations to consolidate gains and toward resumption of operations to shape or prevent. The purpose is to help the civil authority regain its ability to govern and administer services and other needs of the population.

3-124. Theater closing operations are complex events that require detailed planning and synchronized execution. Decisions made concerning withdrawal timetables, residual forces, and materiel to remain in the host country will influence the tempo and nature of the redeployment. Theater closing and redeployment operations are conducted in accordance with the GCC redeployment OPLAN or redeployment policy.

3-125. The theater Army redeployment OPLAN provides specific guidance to Army organizations preparing for redeployment, specifying the sequence for redeployment of units, individuals, and materiel. The plan also provides guidance on the support network, security requirements, and APS turn-in procedures. The theater Army retains overall responsibility of all Army equipment and personnel during theater closing. Activities common to theater closing are redeployment, drawdown, base closing, closing of operational contracts, and port closing.

3-126. During theater closing, security cooperation continues throughout the AOR and the TSC continues to integrate sustainment support within theater engagement plans and security cooperation activities. The TSC manages Army sustainment support of forces remaining in the operational area, normally through a new sustainment task organization identified and organized specifically for operations associated with and following theater closing. See ADP 4-0 for additional information regarding theater closing.

REDEPLOYMENT

3-127. Whenever possible, redeployment planning should begin during deployment planning. The TSC coordinates with strategic partners such as USTRANSCOM (through SDDC), USAMC, and others to facilitate redeployment activities for Army forces.

3-128. The TSC DMC provides staff oversight of TSC efforts in support of Army redeployment operations, including coordinating and synchronizing unit movements to designated assembly areas in accordance with the theater Army redeployment OPLAN. Redeployment operations at the assembly areas may be controlled and supervised by the TSC but could be controlled by an attached ESC. The controlling headquarters will depend on the level of activity across the AOR and the size and duration of the deployed operation. A very active AOR may stretch the TSC staff and challenge its ability to execute the controlling function of the redeployment.

3-129. Key TSC planning considerations include identifying and allocating units, equipment, and supplies, to include HN and contractor support required to support the redeployment operation. Coordination for medical support and other support functions such as communications, materials handling equipment, and port of embarkation support is essential to mission success. An attached ESC in the operational area should provide input to the redeployment planning.

3-130. Close coordination with the theater Army, JDDOC, and national and strategic partners facilitates the redeployment process. For example, coordination with the theater Army establishes the overall framework for the orderly sequencing of Army forces for redeployment. Issues such as responsibilities, reporting requirements, movement constraints, and resource allocation are addressed in a collaborative manner. Coordination with the JDDOC provides the TSC with updates to sequencing the flow of forces and equipment to designated aerial and seaports of embarkation. Coordination with USAMC facilitates the regeneration and resetting (repair, redistribution, or disposal) of redeploying Army equipment and the reset of APS.

3-131. The TSC supports redeployment operations through the synchronization and integration of the intratheater distribution system by maintaining operational awareness of system capacity and leveraging joint capabilities. Many of the procedures used to rapidly build combat power such as supporting RSO, drawing APS, and operating the intratheater distribution system also apply to the redeployment process. There are two factors that complicate redeployment operations.

3-132. First, the same elements that operate and manage the intratheater distribution system during deployment and sustainment operations perform similar roles during redeployment. When redeployment and deployment or sustaining operations occur simultaneously, the TSC may find it necessary to rebalance its forces or change the missions of subordinate organizations to effectively support simultaneous operations.

3-133. Second, requirements vary widely depending on the scale and scope of redeployment operations, theater infrastructure, and other considerations. For example, redeployment operations may range from personnel only to entire units and their equipment. Depending upon the political and military strategy, unit rotations may occur while decisive operations continue unabated or during operational transitions. Key TSC considerations include, but are not limited to, the size of the force deploying or redeploying, infrastructure requirements and limitations, security requirements, traffic circulation, staging areas, and distribution system capacity. The TSC must effectively coordinate and synchronize vertically and horizontally to ensure responsive simultaneous support to both on-going sustainment operations throughout the theater and redeployment. For more information on redeployment, refer to JP 3-35 and ATP 3-35.

DRAWDOWN

3-134. Planning for drawdown of materiel and non-unit equipment should occur early in the operational and strategic planning processes. TSC planners balance the requirements versus capabilities in a particular operation with the understanding that equipment drawdown may not be the theater Army or CCDR's main priority. Equipment and materiel may have different disposition instructions dictated by higher headquarters. Disposition of materiel may include retrograde, destruction in place, transfer to another JOA or AOR, or even transfer to HN, coalition, or other Service forces, to include foreign military sales.

3-135. The TSC, in coordination with the theater Army and the USAMC Responsible Reset Task Force, provides unity of effort and ensures operational freedom of action through rapid return, repair, redistribution, and combat power regeneration for the Army. This coordinated effort provides a comprehensive solution for drawdown. The same collaborative team assists with reset to coordinate efforts to methodically plan and execute the timely repair, redistribution, and disposal of non-unit equipment, non-consumable materiel, and materiel identified as excess to theater requirements to home station, sources of repair, or storage or disposal facilities. Through the phased redeployment of forces, the Responsible Reset Task Force mission will reset the Army in the shortest time possible.

3-136. The TSC and attached ESC work closely with DLA in the close out of materiel in the theater. The DLA support team serves as the single point of contact to the TSC and attached ESC. The DLA support teams are tasked to provide support to the theater closure plans and are focused on providing support to all echelons based on the priorities of effort (TSC, ESC, division sustainment brigade, and sustainment brigade). During theater closure, DLA provides support in the form of adjusting the flow of supply classes I, II, III (B and P), IV, VIII, and IX to ensure support to the warfighter. DLA could provide a theater consolidation and shipping point for departing forces if requested.

SUPPORT TO STABILITY OPERATIONS

3-137. A *stability operation* is an operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-0). TSCs may support stability and humanitarian support operations that are often sustainment intensive. The TSC may be directed to provide sustainment support that restores essential civil services as defined in terms of immediate humanitarian needs (such as providing food, water, shelter, and medical support) necessary to sustain the population until local civil services are restored. The Secretary of Defense must specifically authorize this support. In these operations, the command and staff may work closely with or directly support intergovernmental organizations, nongovernmental organizations, and other agencies.

3-138. Support to stability operations may include intertheater and intratheater sea and airlift, ground transportation, provision of equipment and supplies, and port operations. TSC commanders and staff must be familiar with the legal authorizations to provide support to U.S. agencies, the United Nations, intergovernmental and nongovernmental organizations, and multinational forces. Additionally, the similar logistics needs (distribution, materials handling equipment, shelter, water, and power) for these organizations adds additional requirements for resources. These added needs may increase demand and create competing requirements early in any operation.

3-139. The use of OCS plays a significant role in supporting economic stabilization and infrastructure development, especially at the local level. Supported units and commands will develop requirements to

support security and economic stability operations validated by the TSC. Carefully planned and executed OCS can generate employment opportunities, infuses monetary resources into the local economy, stimulates market activity, fosters recovery through economic development, and supports the restoration of physical infrastructure. A functioning economy provides employment and reduces the dependence of the population on the government for necessities.

Chapter 4
Theater Distribution Management Operations

Chapter 4 discusses theater distribution management operations and the theater-level staff functions and organizations that support these operations. The chapter discusses the distribution management process that consists of transportation management functions, materiel management functions, and distribution integration functions. The chapter describes how distribution integration links materiel management and transportation functions to synchronize and optimize distribution. It also describes the procedures and the staff sections associated with these processes. The second part of the chapter covers additional staff sections outside the distribution management process and organizations with which the DMC staff coordinates.

DISTRIBUTION MANAGEMENT

4-1. *Distribution* is the operational process of synchronizing all elements of the logistics system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander (JP 4-0). *Distribution management* synchronizes and optimizes transportation, its networks, and materiel management with the warfighting functions to move personnel and materiel from origins to the point of need in accordance with the supported commander's priorities (ADP 4-0). Distribution management processes apply to all commodities at all echelons. At the strategic and operational levels, these processes involve complex, joint endeavors. The theater segment begins at the port of debarkation or theater source of supply and ends at the point of need. The *point of need* is, in distribution operations, a physical location within a desired operational area designated by the geographic combatant commander or subordinate commander as a receiving point for forces or materiel, for subsequent use or consumption (JP 4-09). The theater Army of the CCMD is typically assigned as the EA for surface distribution in the theater segment as well as tactical distribution to the point of employment. Materiel may enter the theater by land via truck and rail, by air, or by sea using fixed port or logistics over-the-shore operations. Combinations of U.S. military, multinational, and contractor organizations operate the transportation nodes, hubs, and modes and supply nodes that enable distribution of sustainment materiel. See Figure 4-1 on page 4-2 for a depiction of the distribution management process.

4-2. All distribution operations beyond the Army's ability are coordinated through the supporting strategic providers. This means that Soldiers conducting theater distribution management and planning must be familiar with strategic distribution and joint operations terminology. The Army logistics planner must maintain distribution situational understanding and know how to link into available strategic provider capabilities. These capabilities include transportation support, fuel storage, water production, field service support, and OCS. The following paragraphs are intended to provide a basic understanding of the roles of the strategic distribution providers.

4-3. The global distribution pipeline consists of an intracontinental leg, an intertheater leg, and often, intratheater movement. The intracontinental leg includes the movement of forces, unit equipment, and supplies from their point of origin to the port of embarkation as well as movement of supplies from a vendor to a defense distribution depot and then to the port of embarkation. This leg represents the distribution functions normally performed by DLA, USAMC, and the Services.

4-4. The intertheater leg includes force and sustainment movements between theaters in support of the CCDR. The intertheater leg extends from the port of embarkation to the port of debarkation in the CCDR's AOR. It may also include forces and materiel delivered directly to the point of need, bypassing normal strategic ports or strategic airfields in the desired operational area.

4-5. Intratheater movements are force and sustainment movements within a theater. The intratheater leg extends from the port of debarkation or the source of supply (internal to a theater) to the point of need (a physical location) in the desired AO. The supported CCDR is responsible for the operation of the intratheater leg of the joint distribution pipeline. Intratheater movements are optimized and synchronized by a JDDOC. Movement that extends beyond the point of need to the point of employment is a Service-specific responsibility as designated by the CCMD. The CCDR may assign the responsibility for the planning, execution, and management of intratheater distribution to the Army. In this case, the TSC or ESC DMC would be involved in actions required to accomplish the mission.

4-6. The distribution management process applies to all levels of warfare and to all classes of supply. Supply and transportation planners work together to provide timely and effective support to units. This close collaboration amongst planners enables supported units to initiate and sustain large-scale combat operations.

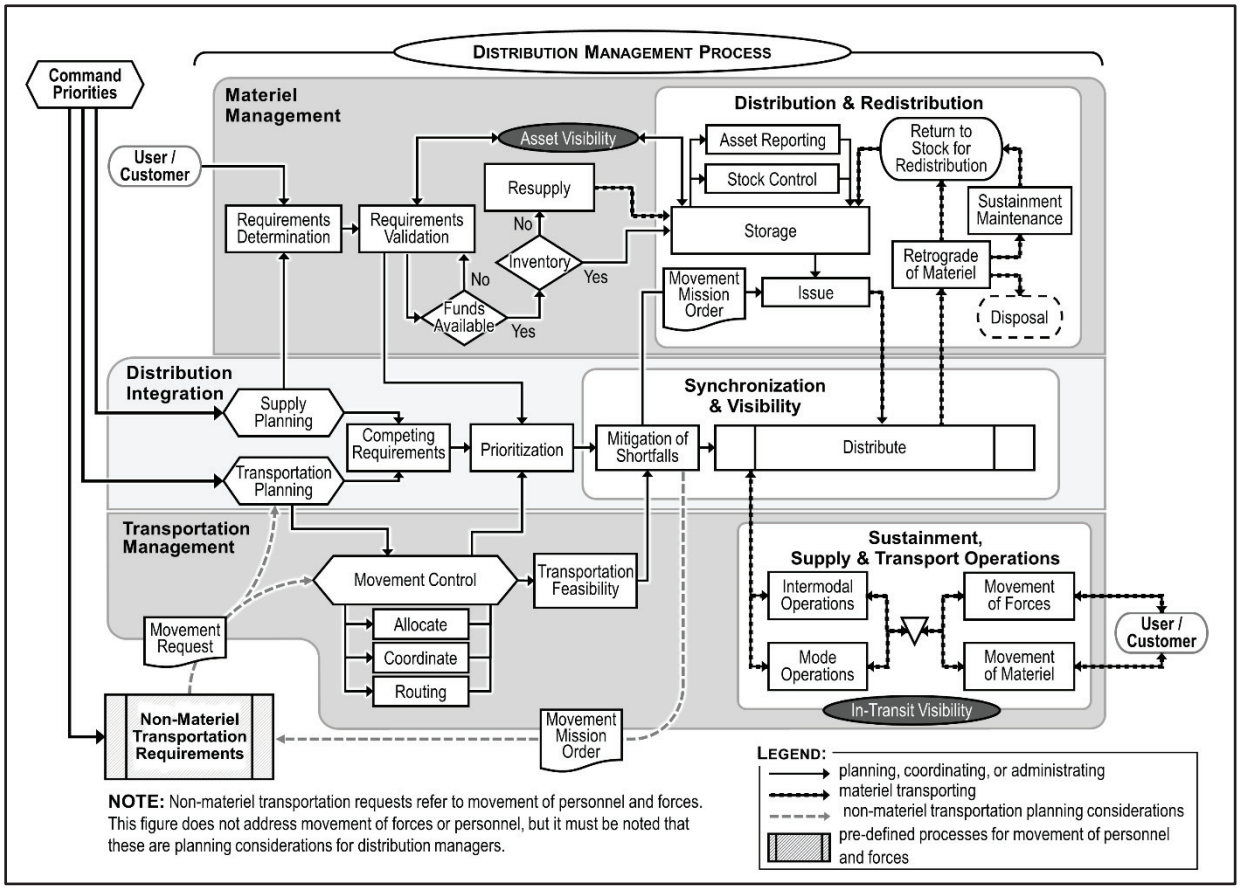


Figure 4-1. Distribution management process flowchart

4-7. Army theater logistics planners and leaders are most likely to have contact with USTRANSCOM, DLA, and USAMC headquarters staff and subordinate units. Figure 4-2 depicts key agencies involved in the distribution network.

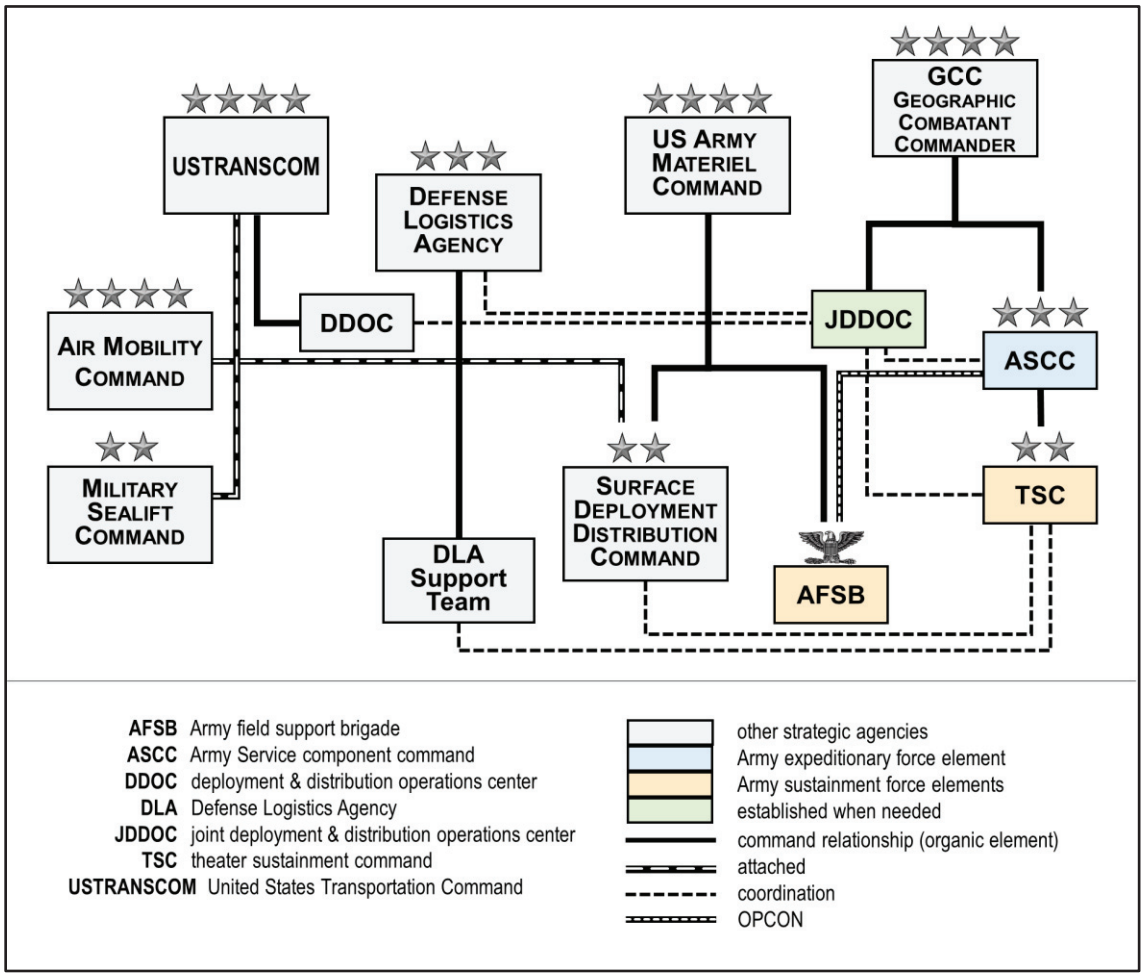


Figure 4-2. Strategic providers to theater Army distribution

4-8. Approaching distribution as an enterprise takes into consideration that organizations and functions associated with distribution integrate from the battlefield back to the suppliers, to include the industrial base. The industrial base, also known as the defense industrial base, includes government and private sector companies and their subcontractors who perform under contract to DOD, providing incidental materials and services to DOD and government-owned/contractor-operated and government-owned/government-operated facilities. Defense industrial base companies include domestic and foreign entities with production assets located in many countries. They provide products and services that are essential to mobilize, deploy, and sustain military operations. The strategic partners interface with the industrial base and theater Army logisticians performing theater distribution functions. The TSC DMC or sustainment brigade SPO will not normally interface with the industrial base; however, there will be occasions when materiel is shipped directly from the manufacturer or vendor. In those instances, the DMC must obtain information from the strategic partner that arranged the shipment to maintain visibility of inbound materiel.

4-9. The distribution management process is a complex process in which materiel managers must understand the supported commander's priorities and requirements to plan, prepare, integrate, and distribute within the OE. The effectiveness of the overall distribution system is diminished by inefficiency in any of the supporting networks. Distribution management is a process that consists of—

- A number of independent and mutually supporting networks (physical, communications, information, and financial).
- A complex of agencies, working groups, sections, facilities, methods, and procedures.

- A broad range of activities concerned with effective and efficient provision of materiel and personnel that includes—
  - Resupply, storage, maintenance, and issuance of materiel to equip and sustain the force from deployment through combat operations and redeployment.
  - Synchronization of multimodal, intertheater, and intratheater transportation operations for moving materiel and troops in the assigned area.

4-10. No single system, office, or organization controls the entire global distribution network. The TSC is the distribution manager for the intratheater segment. This role requires the DMC to collaborate and partner with multiple strategic enablers who provide transportation and materiel to the AOR. The theater logistician must know what information to look for, where to find the information, and understand how to apply the information. The theater logistician must manage the networks. The TSC coordinates with the JDDOC and supported J-4 or G-4s to ensure a seamless flow of supplies, personnel, and equipment throughout the AOR. Refer to JP 4-09 for more information about distribution networks.

DISTRIBUTION MANAGEMENT CENTER STAFF

4-11. Centralized management of supply and transportation systems enables efficient and effective distribution operations. At the strategic level, USTRANSCOM's deployment and distribution operations center provides this centralized management of distribution. The TSC DMC is the center for distribution management across the AOR. DMC logisticians performing theater distribution functions must understand coordination lines to successfully integrate and synchronize theater distribution. Figure 4-3 below depicts the TSC DMC organization and highlights the branches and sections within the DMC that perform the three functions of distribution management: distribution integration, transportation management, and materiel management.

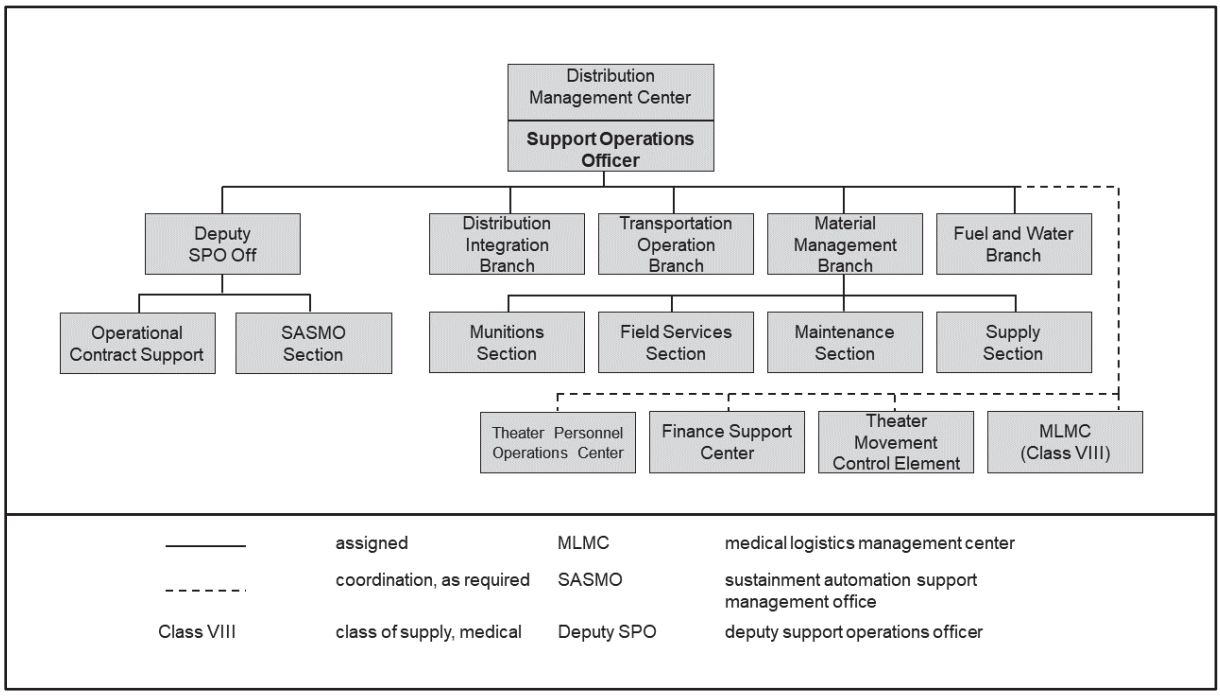


Figure 4-3. Theater sustainment command distribution management center

4-12. DMCs coordinate sustainment support for all phases of operations across the AOR. They integrate movement of units, supplies, and materiel into, within, and out of the AOR. The DMCs may be augmented with additional capability such as a TMCE or a petroleum liaison team to synchronize requirements and employ constrained resources more effectively and efficiently.

4-13. The TSC executes many of the Army's support responsibilities to other Services. The TSC DMC manages lead sustainment functions within a joint and multinational operational framework. The DMC logisticians should be prepared to assist the TSC G-5 and the theater Army planners in identifying lead Service support requirements (including unified action partner requirements) in applicable OPLAN, CONPLAN, and functional plan annexes so that resources can be distributed throughout the force.

ROLE IN THE OPERATIONS PROCESS

4-14. The DMC is part of the TSC's coordinating staff and fully participates in the operations process. To synchronize DMC plans and operations with those of the TSC, the DMC staff is integrated through the CP integrating cells and functional cells (discussed in chapter 5). The DMC staff participates in the command's planning process and assists the G-3 with developing the commander's concept of the operation. The DMC prepares annexes to the OPORD and develops the theater distribution plan. The distribution plan integrates and synchronizes information regarding materiel to be distributed and available transportation with requirements and priorities established by the supported command.

4-15. The G-3 or S-3 and DMC or SPO should collaborate throughout MDMP from receipt of the mission until the OPORD is published and disseminated. Both staffs have roles in developing a distribution plan for inclusion in the order as part of the operations concept. Figure 4-4 on page 4-6 represents one way in which the G-3 or S-3 and DMC or SPO may interact during planning to develop an order. Each of the MDMP steps and distribution management functions contain assumptions, facts, planning considerations, and hundreds of details that influence mission success. The top lane of figure 4-4 illustrates the MDMP steps undertaken by commanders and staffs. The three lanes within the SPO lane display the functions distribution integrators, materiel managers, and transportation managers perform separately and together. Arrows between the functions and the MDMP steps demonstrate the complexity of the coordination between SPO, the S-3 or G-3, the commander's staff, and the commander as they uncover and evaluate courses of action. The bottom lane presents a very high-level view of how and when supply points for all classes of supply come into the process. Tactical leaders responsible for providing materiel and the mode of transportation receive orders and then prepare for their role in supporting the commander using troop-leading procedures. The overall collaboration process depicted in the graphic applies to supply support planning for all warfighting functions. See FM 5-0 for in-depth information on MDMP.

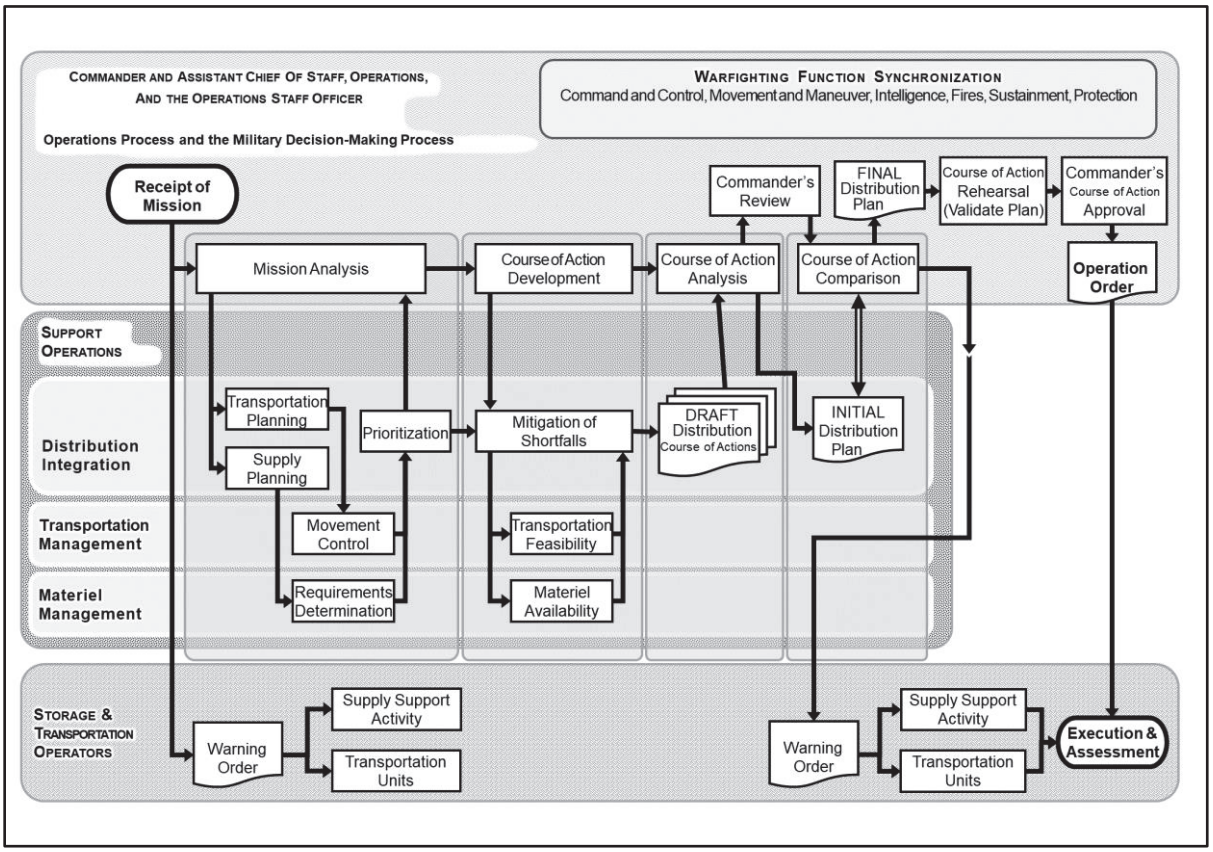


Figure 4-4. Collaboration between the S-3 or G-3 and support operations

SUPPORT OPERATIONS OFFICER

4-16. The support operations officer (SPO) is responsible for distribution management for the TSC by integrating the distribution management functions of transportation, materiel management, and distribution integration and the logistics functions of field services, maintenance, and OCS. The SPO with the DMC staff develops the concept of support to meet the operational commander's mission requirements. The SPO must understand the complexity of AOR distribution and sustainment, and the dynamics involved when coordinating with multiple government, civilian, multinational, and joint Service entities. DMC effectiveness increases when the staff anticipates challenges and is responsive to changes.

4-17. Sustainment support at the TSC level requires the staff to recognize nuances in the operational situation and respond accordingly. The DMC synthesizes analytical information and facts provided by the staff and creates a picture for the commander. The SPO uses professional judgment resulting from experience, education, and situational understanding to develop the picture and make recommendations. Examples of tasks the SPO and DMC staff may conduct are listed below:

- Prepares Annex F (Sustainment), Annex P (Host-Nation Support), and Annex W (Operational Contract Support) to the OPORD or OPLAN in coordination with the theater Army G-4 and appropriate subject-matter experts.
- Develops the concept of support to meet the operational commander's mission requirements.
- Validates overall requirements for the supported force.
- Coordinates and supervises implementing policies and directives relative to supporting current and future operations.

4-18. The TSC maintains a theater-wide focus, participating in and coordinating with the applicable joint logistics boards, bureaus, centers, cells, and working groups responsible for resolving issues concerning

competing priorities and the allocation of constrained resources. The TSC may establish movement boards to establish and manage transportation policies, line of communications status, convoy protection and synchronization, movement priorities, and transportation asset allocation to support theater distribution operations. As required, the TSC DMC may establish distribution management boards or participate in joint transportation boards to synchronize distribution management processes with theater-level processes. The TSC DMC examines current operations to ensure success in achieving the CCDR's desired effects on the battlefield. Figure 4-5 below illustrates the components of the distribution management process. The sections below discuss the process as it relates to the TSC. Further detail on the overall process may be found in ATP 4-42.

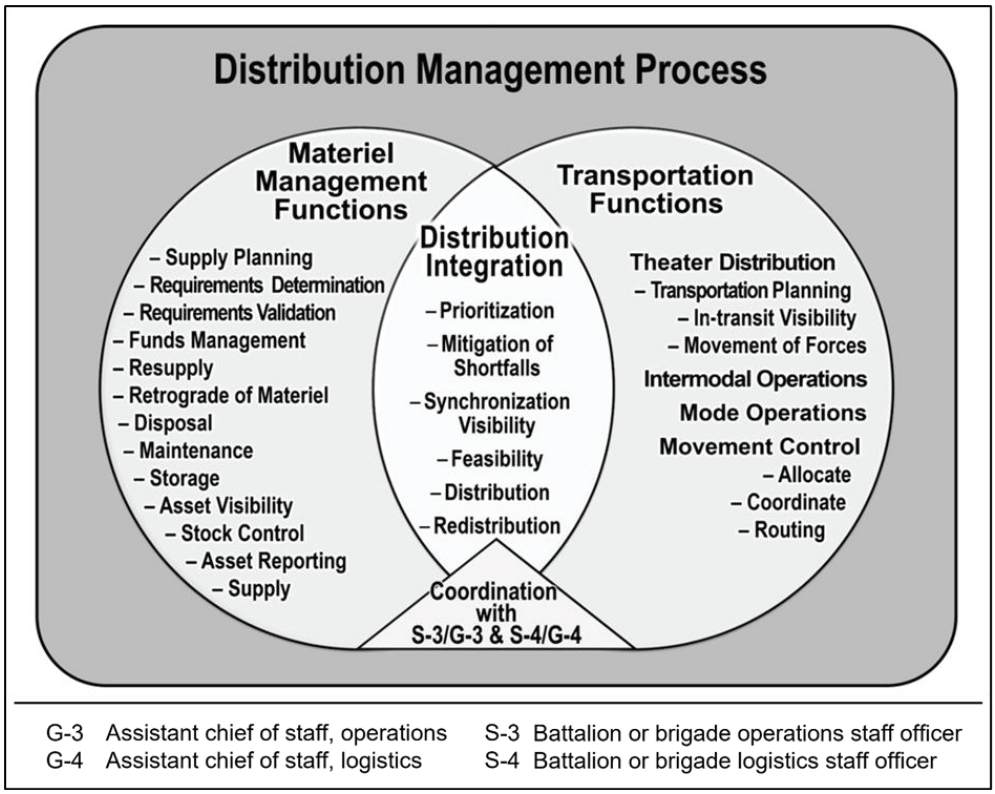


Figure 4-5. Components of the distribution management process

PRINCIPLES OF THEATER DISTRIBUTION

4-19. The principles of distribution include centralized management; optimized infrastructure; maximized throughput; rapid and precise response; continuous, seamless, two-way flow of resources; and time-definite delivery. All these principles rely upon solid asset visibility, which enables distribution operations. Commanders, logistics planners, and logisticians performing theater distribution functions must understand each of these principles and consider how they are applied when developing strategic, operational, and tactical plans.

Centralized Management

4-20. Centralized management of the supply and transportation systems is essential for efficient and effective distribution operations. At the strategic level, the USTRANSCOM deployment and distribution operations center provides centralized management of distribution. It is the single coordination and synchronization element that manages distribution operations within the joint deployment and distribution enterprise. The USTRANSCOM deployment and distribution operations center is the strategic link to the CCDR's JDDOC.

4-21. A GCC may create a full time JDDOC or activate one at the time of need. The JDDOC is part of the CCDR's staff and has a supporting relationship to the CCMD. They can be located anywhere, but are most often co-located with the CCDR's J-4 or with the sustainment command's DMC in a COIC. The JDDOC maintains centralized management of critical information concerning sustainment movement from the strategic to operational (theater) pipeline. There is more information about the JDDOC in JP 4-0 and JP 4-09.

4-22. The TSC or ESC DMC provides centralized management of the distribution system across the theater (operational to tactical). The DMC interacts with the JDDOC to receive the information needed to coordinate and synchronize the theater distribution pipeline from source to point of need. Control, visibility, and capacity are fundamental to the execution of centralized management.

Control

4-23. Control of the distribution system is the focal point of centralized management. Through C2, sustainment headquarters and staffs control distribution by providing direction and oversight of distribution processes and flow of materiel. Logisticians performing theater distribution functions exercise control through the identification of shipments and the monitoring of their location as shipments move through the distribution system. When the situation necessitates, logisticians may reprioritize or reroute materiel where most needed. The DMC controls the movement of resources in accordance with the commander's intent. Also, movement control teams regulate the movement of cargo along main supply routes to reduce or eliminate bottlenecks that could impede distribution operations.

Visibility

4-24. Visibility allows commanders and logisticians to see forces and commodities moving within the distribution system. Visibility includes asset visibility and ITV. Asset visibility provides commanders with situational understanding of the flow of materiel, including arrival and departure of unit personnel, equipment, and all cargo at all nodes, from origin to destination on all modes. ITV provides visibility and near real-time status on the movement of all classes of supply. It identifies, locates, and tracks the movement of all classes of supply from source of supply to user to include the flow of assets from the consignor to the consignee, port, servicing airhead, supply support activity (SSA), or other destination. In austere environments or during the early stages of a deployment, visibility may be more difficult due to limited infrastructure and sophistication of communications and information networks. More information on visibility is in JP 3-35.

Capacity

4-25. Capacity includes the measure of personnel and materiel that can move through the distribution system and the capability of the infrastructure to support a two-way flow of forces and materiel. The theater's infrastructure (roadways, sea and aerial ports, and warehouses) will determine the capacity of its distribution system and logistics support framework. Availability of transportation assets, materials handling equipment, air and ground transportation, and watercraft determine the capacity of the distribution system to deliver and accept materiel. Logisticians performing theater distribution functions define requirements less capabilities and identify shortfalls. They integrate the full range of information capabilities into their planning and control and allocate resources to optimize theater distribution capacity.

Optimized Infrastructure

4-26. Optimizing the theater infrastructure (roads, railways, waterways, structures, seaports, airports and open staging areas, other structures, distribution nodes, and warehouses) means synchronizing the movement of forces and materiel moving over or through the existing infrastructure. Planners must maintain a balance between distribution capability and the infrastructure capacity to support operations. The available vehicles (air, ground, and watercraft), sustainment units and personnel (Army and contractor), and assets (physical and organizational) affect distribution system optimization. This allows logisticians performing theater distribution functions to divert, reallocate, or acquire physical capabilities to meet changing operational, environmental, and location requirements.

Maximized Throughput

4-27. Throughput refers to the quantity of cargo and passengers that can pass through a port or a transportation terminal on a daily basis. An efficient distribution system maximizes tonnage, minimizes handling, and improves velocity using containerization, pallets, and flatracks. Maximizing throughput reduces the surface traffic on the physical network and therefore reduces Soldier risk. Further, cargo consolidation also makes more efficient use of transportation assets, allowing the logistician flexibility to respond to changing operational requirements. This is not to be confused with throughput distribution, which is a method of distribution explained in ATP 4-11.

Rapid and Precise Response

4-28. Rapid and precise response is the ability to receive, prioritize, and fill customer requests in the minimum time possible and in the exact quantity, quality, and point of need requested. This must be accomplished without disrupting mission-essential operations. The effectiveness of rapid and responsive distribution can be measured by assessing the following attributes or key performance indicators:

- Speed is at the core of responsiveness. Speed does not mean everything moves at the same rate or fastest rate, but that everything moves according to priority at the rate that meets "the right time" condition of distribution. This includes synchronizing speed or velocity within the network to maximize overall distribution network effectiveness.
- Accuracy can be considered as the ability to deliver the requirements at the scheduled time and place as the distribution network responds to changing conditions and requirements. These are the "right thing" and "right place" conditions of distribution.

Continuous, Seamless, Two-Way Flow Of Resources

4-29. The principle of continuous and seamless two-way flow of resources describes the flow of sustainment materiel and retrograde cargo between the strategic, operational, and tactical levels. It ensures transportation assets are maximized in the delivery of sustainment and in support of retrograde and redeployment activities. Maximized transportation assets not only increase efficiency but also reduce operational energy consumption and enables all nodes and modes to operate effectively. To accomplish this, logistics operators and planners continuously monitor the distribution system and adjust as required. Logistics operators provide feedback on distribution system operations and provide insight to planners as to what is happening on the ground. A robust communications network between the strategic, operational, and tactical levels is necessary to provide the connectivity required to ensure the two-way flow of resources.

Time-Definite Delivery

4-30. Time-definite delivery is the consistent delivery of requested logistics support at a specified time and destination. Time-definite delivery ensures that commanders receive the right materiel at the required location, in the right quantity, and within the required timeframe. It is based on the logisticians performing theater distribution functions and logistics planners anticipating needs to support operational requirements. To achieve time-definite delivery, logistics planners must link materiel to those available resources that will deliver them within the required time. Time definite delivery reinforces commander's confidence in the ability of the logistics system to support operational requirements and eliminate the need for stockpiled materiel.

DISTRIBUTION PLANNING CONSIDERATIONS

4-31. Distribution operations directly affect the civilian populace, environment, infrastructure, and nongovernmental organization ongoing operations. Commanders and planners must be aware of this when planning and executing distribution operations. Distribution operations often support humanitarian operations, disaster relief operations, feeding, and employment of local populations. By understanding human variables, commanders and planners improve the chance of successfully conducting their mission.

4-32. The TSC considers operational security throughout the planning process. This includes all aspects of the mission, from physical protection while completing convoy missions to protecting logistics information systems. Comprehensive protection requires the employment of the full array of active and passive measures

and the integration and coordination of intelligence and security programs, information operations, risk management techniques, and safety programs to increase individual awareness of potential threats.

4-33. No two OEs are identical, even within the same theater of operations, and every OE changes over time. Because of this, Army leaders consider how evolving relevant operational, or mission variables affect force employment concepts and tactical actions that contribute to the distribution mission. Awareness of potential ground threats is especially critical in distribution operations in countering IEDs, military grade land mines, and explosively formed penetrators. Successful distribution operations result from the fusion of current intelligence; Soldiers familiar with current tactics, techniques and procedures; SOPs; and deliberate and careful use of counter-IED enablers. See ATP 4-32 for more information about countering IEDs.

4-34. In the TSC, the G-3 Protect Cell participates in the detailed planning and coordination for theater distribution operations. Planners consider how to secure multiple entry points into an AO and the lines of communications that connect those points. It is important that the G-3 identifies the force protection planners early in the planning process and ensures the distribution and force protection plans are coordinated and nested within the command and with higher headquarters plans. For more information on operation security, see ADP 3-37.

4-35. Sustainment organizations will consider operational energy in the planning and executing of their missions. Operational energy is the sum of energy and associated systems, information, and processes required to train, move, and sustain forces and systems for military operations. Operational and tactical-level logisticians must consider ways to conserve or reduce the amount of operational energy resources used in operations. Through conservation of energy resources, commanders can reduce resupply operations, increase vehicle and equipment efficiency, and reduce environmental damage. Energy resources include fossil fuel, electricity, battery, solar, and every other source of energy. Commanders must plan and oversee operations to reduce consumption, use alternative energy means, and incorporate the latest energy-saving technologies. Employing a combination of best practices, technologies, and discipline in managing and executing supply and field services operations will extend operational reach and reduce mission risk.

DISTRIBUTION INTEGRATION

4-36. The Army distribution system optimizes available infrastructure, reduces response time, maximizes throughput, and supports time-definite delivery. The TSC DMC integrates the distribution networks and material management activities and processes. Understanding the flow of sustainment from origin to the theater is important to make the links between strategic to operational and operational to tactical seamless. Supplies are transported to theater differently depending on what organization manages the supply, the origin of the supply, and how the supply was requested. Methods may include maximizing containerization, increasing standardized transportation and materials handling equipment, and integrating aerial re-supply as a routine method of delivery. They also may include integrating and synchronizing retrograde operations across all available transportation modes, reducing storage, reducing transportation mode transfer handling requirements, and increasing ITV across the AOR. In accordance with theater Army support priorities, the TSC DMC provides direction for receiving, storing, and issuing theater stocks. When the required stocks are not available or stock replenishment is required, requirements continue to the appropriate strategic provider. Individual DMC staff elements know and understand the capabilities and capacities of the distribution networks. The movement managers know the transportation mode and transshipment node capabilities of the network. The materiel managers know the supply node capacity and inventory requirements of the network. The DLA support team has visibility over supplies and capabilities that can be provided to support the network. Tools such as Command Sustainment Support System node manager help the operational and strategic level provide the COP for all sustainers to monitor. The distribution integration component of the distribution management process—

- Is executed in the distribution integration branch (DIB) of the DMC.
- Queues the materiel to be moved in order of priority and allocates transportation modes with adequate haul capacity to distribute the materiel.

Distribution Integration Functions

4-37. Distribution integration is the process of aligning personnel, equipment, and materiel movement requirements with transportation capabilities to synchronize distribution in support of the concept of support. The following sections describe the functions supporting distribution integration.

Prioritization

4-38. Prioritization helps organize commodities in the distribution queue for distribution in priority as determined by the command. There are two classifications of prioritization: commodity and unit priority.

Mitigation of Shortfalls

4-39. Mitigation of shortfalls links materiel management to transportation in terms of commodity, quantity, and priority. This process ensures that adequate transportation assets are identified and obtained to move existing requirements.

Synchronization

4-40. Synchronization ensures that distribution is coordinated with transportation operation cycles to ensure modes with sufficient capacity are available when commodities are positioned for movement. It also synchronizes distribution with operational tasks, phases, and objectives.

Feasibility

4-41. Feasibility determines whether the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required. If transportation is not available, this fact is reported from the distribution plans and integration branch to the materiel management branch.

Distribution

4-42. Distribution integrates the logistics functions of transportation and supply. It is dependent on materiel management and movement control. Distribution encompasses the operational process of synchronizing all elements of the logistics system to deliver the "right things" to the "right place" at the "right time" to support the commander.

Redistribution

4-43. Redistribution reallocates excess materiel to other locations in theater using all transportation assets available. Managers may use excess materiel in theater to fill shortages and meet emerging operational requirements.

Visibility

4-44. Visibility provides the materiel managers with visibility of commodities that are queued, prioritized, and have transportation allocated for movement. Materiel managers use ITV to track the status and location of DOD units, non-unit cargo (excluding bulk petroleum, oils, and lubricants), passengers, patients, and personal property from origin to consignee or destination across the range of military operations. ITV uses automatic identification technology devices such as radio frequency identification tags, memory buttons, smart cards, and barcode readers. Automatic identification technology is not an automated information system, but rather a peripheral of other technology. Its devices interact with enterprise resource planning information systems to provide accurate and timely in-transit information in near real-time. Automatic identification technology devices provide the ability to view the contents of shipments, enhancing the capability to track and redirect unit equipment and supplies that are en route.

Container Operations

4-45. Container operations are a partnership between Army and joint organizations. Theater logisticians performing theater distribution functions adapt the established container usage plan to the current OE and synchronize strategic, operational, and tactical container operations.

4-46. A well-executed distribution plan requires well managed containers. The DMC managers can only manage distribution when they know the location of inbound supplies (containers). To ensure management of containers in support of the theater requirements, commanders designate authorities at the strategic, operational, and tactical level to synchronize movement management and control with container accountability. The theater commander determines the level of container management in theater based on the complexity of the theater distribution environment and volume of containers. A short duration operation or one that involves a smaller contingency force may not require robust container management cells.

4-47. Acknowledging the potential challenges with containers ahead of time can head off unwanted consequences. Commercially owned/leased containers are owned by commercial ocean carriers that are contracted to support DOD operations and leased for a specific time. Generally, the Service which uses the container is charged a fee for the use. Additional detention charges are incurred if the container is not returned within the contractual time. DOD-leased containers are an option and offer flexibility but may not fit all situations, especially for long deployments or locations where they cannot be returned to the contractor. DOD owned/leased containers can be used indefinitely without detention charges. Government owned/leased containers are nonexpendable.

4-48. A critical node for containerized cargo is the initial entry container control site; this may be a seaport, aerial port, truck terminal, centralized receiving and shipping point, or railhead. The ability of control site personnel to rapidly identify the sender and receiver address is the primary enabler for proper accounting and delivery. Every control site is responsible for the expedient RSO and shipment of containers.

4-49. Container control is performed by DMC personnel and movement control personnel at transportation, storage, and distribution nodes and centers. They report daily essential information to a central container control activity, MCB, or distribution operations center concerning each container's location, use, flow, and condition.

4-50. Container tracking is conducted using electronic data interchange and radio frequency identification tags (written with required information and verified as operational) attached to all containers. Information on the tag should include shipment information and conveyance characteristics (to include container number). It should also contain commodity, transportation control, and movement document information of the equipment and supplies being transported. It includes item-level visibility of the container contents. See ATP 4-12 for more information about container management.

Distribution Integration Branch

4-51. The DMC's DIB integrates transportation management and materiel management activities and processes to support TSC planning efforts and operations. Logisticians performing distribution functions must therefore understand the coordination lines to successfully synchronize theater distribution. The transportation operations branch supplies the knowledge of the transportation modes and transshipment node capabilities of the network. The materiel managers provide the expertise regarding the supply node capacity and inventory requirements of the network. The DIB then integrates the activities of the materiel and transportation managers. The branch queues the materiel to be moved in accordance with priorities and ensures transportation modes with adequate haul capacity are allocated to distribute the materiel.

4-52. The DIB requires a complete understanding of the distribution network to optimize capabilities and task subordinate organizations in support of on-going and future operations. It plans and synchronizes distribution operations in the theater distribution network to include visibility, capacity management, and control of system operations. The primary functions of this branch are focused on planning, coordinating, and managing distribution operations for an AOR. Examples of tasks the branch may conduct include the following:

- Create the theater distribution plan.

- Compare theater distribution operations with theater Army's concept of operations to ensure the two are synchronized and executed according to the theater Army commander's priorities.
- Monitor and assess sustainment operations for impact on future operations.
- Compare supported unit requirements with distribution capabilities and track commodities to their final destination.
- Synchronize theater distribution operations at the operational level with the JDDOC.

4-53. The branch is staffed to support multiple planning efforts. The DMC chief or DIB chief may organize branch personnel as required to meet planning requirements. Multiple operation planning teams may be formed to support multiple lines of effort or to support plans and operations across all planning horizons.

TRANSPORTATION MANAGEMENT

4-54. Transportation managers use the information provided by the DIB to coordinate for and allocate modes of transportation by commodity, quantity, and priority to ensure timely distribution of materiel. The transportation component of the distribution management process—

- Is planned in the transportation operations branch.
- Is executed by the SPO in the echelons of sustainment organizations below the ESC.
- Encompasses systematic coordination between materiel managers, movement control boards, MCBs, and movement control teams to synchronize time, resources, scheduling, and operational requirements.

Transportation Management Functions

4-55. Transportation is a logistics function that includes movement control and associated activities to incorporate military, commercial, and multinational motor, rail, air, and water mode assets in the movement of units, personnel, equipment, and supplies in support of the concept of operations. Transportation management involves the following functions:

- Theater distribution.
- Transportation planning.
- ITV.
- Movement of forces.
- Intermodal operations.
- Mode operations.
- Movement control.

4-56. Theater distribution depends on visibility of transportation assets available for tasking by mode of transportation and unit.

4-57. Transportation planning identifies and mitigates shortfalls and ensures the proper allocation of transportation assets to fulfill mission requirements based on command priorities. When planning motor transportation operations, managers should compare capabilities versus requirements to identify excesses or shortfalls and mitigate them by changing mode types to effectively utilize carrying capacity.

4-58. *In-transit visibility* is the ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants), and passengers, patients, and personal property from origin to consignee or destination. (JP 3-36).

4-59. Movement of forces involves the relocation of units within an operational area to shift forces and deliver them in a high state of readiness to the desired destination quickly and efficiently. Transportation units support operational movements as far forward as mission and operational variables permit.

4-60. *Intermodal operations* are defined as the process of using multimodal capabilities (air, highway, rail, sea) and conveyances (truck, barge, containers, pallets) to move troops, supplies and equipment through expeditionary entry points and the network of specialized transportation nodes to sustain land forces (ADP 4-0).

4-61. *Mode operations* are the execution of movements using various conveyances (truck, lighterage, railcar, aircraft) to transport cargo (ADP 4-0).

4-62. *Movement control* is the dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize distribution flow over lines of communications to sustain land forces (ADP 4-0). Movement control includes the following functions:

- Allocating—the identification and commitment of specific transportation modes to meet a specific distribution requirement based on commodity and priority.
- Coordinating—the interface between components of the distribution management process to ensure the commodities, modes, routes, and times are brought together to ensure effective and timely distribution.
- Routing—the planning, routing, and scheduling of movements on supply routes, which provides order, prevents congestion, and enforces movement priorities in the operational area.

Transportation Operations Branch

4-63. The transportation operations branch supports G-4 or S-4 by significantly contributing to the development of the movement plan. This branch assesses the transportation system to determine the workload capacity of each route by mode and the capabilities at each node for the theater distribution plan. The staff plans, coordinates, and synchronizes inland surface transportation (rail, road, and inland waterway); sea transport (coastal and ocean); and air transportation (airland, airdrop, and sling load) capabilities of the TSC. TSC transportation operations may be categorized into three types: intertheater operations, intratheater operations, and container operations.

4-64. The transportation operations branch balances transportation requirements against transportation capabilities. The staff monitors and assesses transportation operations for impact on future missions based on priorities established by the theater Army commander. To execute operations, the branch must effectively manage and maintain visibility of distribution assets (to include common-user land transportation assets, both U.S. and HN) within the distribution network. Integration with strategic partners occurs in a JDDOC. This integration connects the operational level of the distribution network with the strategic level. The TSC distribution managers interface with the JDDOC to ensure the efficient and coordinated flow of units, supplies, equipment, and materiel from theater points of entry to points of employment in the AO. Theater logisticians coordinate with strategic partners to integrate them into the TSC distribution plan. Enablers such as the DLA theater consolidation shipping point, class I prime vendors, class III (bulk) prime vendors, and prepositioned stocks influence and support the AOR. Success is managing the communications and information systems interfaces and leveraging that knowledge through the physical distribution network. Examples of distribution assets include trucks, rail, aircraft, pipeline, containers, and Army watercraft. To meet requirements and optimize the distribution flow, the TSC liaises with the JDDOC, contract transportation providers, and supported units and directs cross-leveling of distribution assets within the AOR as necessary.

4-65. The execution and enforcement of container and flatrack management policies affect intermodal operations. Adherence to CCMD policies ensures adequate numbers of containers are available to support intratheater distribution system requirements. The TSC DMC coordinates all aspects of intermodal container use and manages container operations. Container management operations include synchronizing support to retrograde operations with priority being return of International Organization for Standardization shipping containers, aerial delivery platforms, and flatracks to the distribution system.

4-66. Container operations expedite and optimize cargo-carrying capabilities via standard shipping containers and multiple modes of transport (sea, highway, rail, and air). Planners weigh the advantages and disadvantages when considering the use of commercial-owned or government-owned containers. They identify and consider the mode of transport as well as required materials handling equipment at the earliest point in the planning phase. As part of the planning process, sustainment planners should also develop a recommendation for a theater-wide container policy. The expected duration of a contingency influences how sustainment planners incorporate the use of commercial and government-owned containers in support of the CCDR. For more information on container operations see ATP 4-12.

4-67. The transportation operations branch supports the DMC's planning efforts for OPLANs, CONPLANs, and major operations by providing estimates, requirements, assessments, and any additional information the DIB may require to support multiple planning efforts. The branch develops theater highway regulation, traffic circulation, and maneuver and mobility support plans. It manages every facet of transportation information related to coordinating and evaluating all methods of transportation movement control and logistics support. Additional transportation operations branch responsibilities are listed below:

- Monitor and control movements into, out of, and across the AOR.
- Track the implementation of the movement program executed by the MCB and ensure compliance.
- Manage transportation operations to include mode, terminal, movement control, and common-user land transport support.

4-68. Theater airlift and airdrop may be planned for if the CCDR allocates air assets for logistics air movement operations within the theater. The TSC will determine allocations for airlift based on command priorities. The use of theater airlift and airdrop to execute aerial delivery distribution provides an efficient and effective means of conducting distribution operations. Aerial delivery includes airland, airdrop, and sling-load operations. Aerial delivery is increasingly employed as a routine distribution method, primarily for areas that are unreachable due to terrain, enemy situation, or for urgent resupply operations. When applied together with surface distribution operations, aerial delivery enables maneuver forces to engage in a battle rhythm that is not as restricted by geography, supply routes, tactical situations, or operational pauses for logistics support. The type used for a specific mission depends on what is to be dropped, how much accuracy is required, the threat situation, and airdrop equipment available. For more information on aerial delivery operations see, ATP 4-48.

4-69. The transportation operations branch includes aerial delivery specialists to assist with incorporating aerial delivery (airdrop, airland, and sling-load) methods into the movement plan. This branch also facilitates the inclusion of aerial delivery assets and routes into the logistics estimates, expanding the commander's range of options.

MATERIEL MANAGEMENT

4-70. Materiel management functions include the warehousing, managing, cataloging, requirements determination, requirements validation and prioritization for the procurement, distribution, redistribution of excess, and retrograding of materiel. Materiel management is the continuous situational understanding, planning, and execution of supply and maintenance capabilities to enable flexibility and to anticipate, synchronize, and direct all classes of supply to maximize combat power and enable freedom of action in accordance with the supported commander's priorities. It is the component of the overall concept of support that identifies how supplies will be postured and distributed throughout the entire operation; its primary purpose is to fulfill operational supply requirements as quickly and effectively as possible to allow commanders to meet all mission objectives. It allows commanders to build combat power and gives commanders freedom of action and flexibility to seize and exploit the initiative.

4-71. A critical part of initial materiel management planning is a clear understanding of the task organization of the supported force, as this information provides the basis for planning factors and forecasting. Effective materiel management requires detailed and deliberate planning, synchronized with the supported operation across all warfighting functions, to prolong endurance and extend operational reach as necessary to defeat the enemy. Failure by commanders and planners to achieve this synchronization may result in mission failure once an operation begins.

4-72. The DMC materiel management branch in the TSC and ESC and the SPO section at lower echelons execute materiel management. Materiel management is executed simultaneously and continuously, with or without automation, from strategic to tactical levels and during all decisive action tasks. Materiel management integrates the supply capability provided by national providers, joint services, allied partners, and HNs to the fullest extent possible within mission and operational variables.

4-73. As with all plans, materiel management planning begins with receipt of the OPORD and mission analysis. These steps provide materiel managers with the operational understanding critical to the development of a viable plan. Planners must collaborate and coordinate continuously with the supported staffs at the CCMD, theater Army, and within the TSC to clarify any confusing aspects of an order or plan.

Close ties to the supported staffs also ensure that changes to the order are quickly communicated to the materiel management staff subordinate sections and the fuel and water branch of the DMC. These functions are ultimately integrated with those of the transportation operations branch at the TSC and ESC level and the two combined form the overall distribution management process. See ATP 4-42 for additional information on how materiel management is executed.

4-74. The TSC and ESC perform materiel management for all classes of supplies (less medical) and classified communications security equipment maintenance management. Medical logistics management center (MLMC) personnel may provide liaison services for limited durations in accordance with the joint theater surgeon policies and requirements. TSC personnel perform the day-to-day planning for the TSC commander for operations within the appropriate planning horizon while coordinating between strategic and operational-level support.

4-75. The DMC staff uses Global Combat Support System-Army (GCSS-Army), the joint medical asset repository, or other relevant logistics information systems to monitor stock status. The joint medical asset repository is a web-based application that provides medical supply managers across the DOD with a single repository for asset visibility. GCSS-Army is an enterprise resource planning tool that provides supply managers across the Army a single database for visibility, anticipation, requisition, and demand satisfaction. This system enables the DMC to allocate and synchronize the flow of supplies in support of CCDRs. It integrates enterprise information and provides all echelons access to critical logistics information used to support distribution and materiel management that may affect the outcome of combat operations, combat power generation, and planning for future operations.

4-76. At the operational level, the GCSS-Army materiel management tasks include the release strategy, release agents, resource management passing funds from General Fund Enterprise Business System to GCSS-Army, and account assignment for purchasing. The TSC and ESC DMC staff also monitor processes, conduct quality control, and adjust processes based on outcomes of performance assessments.

4-77. The TSC and ESC provide the theater Army with a materiel management capability for Army forces operating in AOR. Theater materiel management functions are executed by the TSC and ESC DMC. They include managing, cataloging, requirements determination, requirements validation, and prioritization for procurement, distribution, redistribution of excess, and retrograde of materiel. ***Retrograde of materiel*** **is an Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship-to location, or point of disposal.** These functions are performed within the parameters of policies, plans, priorities, and allocations developed in coordination with the theater Army. The sections below list the functions supporting materiel management and how the TSC and ESC DMC staff accomplishes them. These functions may be executed all or in part based on operational and mission variables.

Supply

4-78. General supply operations include the requisition, receipt, storage, protection, maintenance, issue, distribution, redistribution, and retrograde of supplies. Levels of supply are broadly classified under the levels of warfare as strategic, operational, and tactical. Strategic supplies are items under the control of DLA or the USAMC LCMCs. Operational supplies are theater supplies that are positioned to replenish tactical stocks when strategic replenishment is not feasible. The following paragraphs provide information about who manages each class of supply and how they arrive in theater and could be distributed. The classes and subclasses of supply are graphically depicted in AR 710-2.

Class I

4-79. DLA is the EA for class I (subsistence). DLA plans, procures, manages, ensures quality, and maintains war reserve stocks to support Service and CCMD requirements for food service, produce, and operational ration quantities and delivery. DLA also procures, inspects, stores, and distributes subsistence. Class I supplies arriving in the theater are consolidated at a DLA facility and then issued to the requesting units. They stock class I supplies based on unit strength reports submitted by supported units.

Classes II, III (Packaged), and IV

4-80. The using unit arrives in theater with a predetermined amount of class II, III (packaged) and IV supplies. Class II items are common consumable items such as military clothing, tents, blankets, textiles, and personal protective equipment. Class III (packaged) includes packaged petroleum, oils, and lubricants products; bulk chemical products; and additives of petroleum and chemical products.

4-81. Class IV consists of fortification, barrier, and construction materials. Essential products as diverse as light bulbs; items for force protection, safety, and rescue; and targets for training and automatic data processing equipment and supplies are also class IV. Units and SSAs request resupply through their supporting logistics information systems. Supplies are issued to consuming units when requested. Because these supplies are bulky and normally not an emergency resupply, they move via surface transportation. Class II and III (packaged) supplies are stocked in the SSAs.

4-82. Class IV construction items are primarily used by engineer units and are usually throughput to the emplacement site. This reduces handling and limits the number of intermediate stockage locations. Establishing mission configured loads ahead of time expedites the requisition and distribution process.

Class III (Bulk) Supplies

4-83. DLA-Energy is responsible for achieving a more vertical integration of product management down to the point of sale to the customer. The established regional offices coordinate delivery orders with industry, resolve logistics problems, supply emergency products, perform quality surveillance and management, and assist the joint petroleum office in petroleum logistics planning. The DLA-Energy regional offices can also assist petroleum planners with identifying and maximizing in-country civilian or HN fuel facilities, establishing contracts early in the operation, and maintaining the theater joint petroleum office or sub-area petroleum office as the single fuel manager.

4-84. The TSC DMC centrally manages, controls, and allocates class III (bulk) according to the CCDR's priorities. The sustainment brigade, in coordination with the TSC, is responsible for providing supported forces with class III (bulk), which also includes coal and natural gas. The design, construction, and operation of the theater petroleum distribution system is determined during distribution planning. The sustainment brigade is also responsible for quality surveillance and liaison with the supported forces.

Class V

4-85. Materiel managers must be aware of distribution requirements to support pending operations and changes to the resupply rate. Munitions distribution is a high-priority, controlled event that places additional strain on the distribution system. The sustainment brigade that operates the theater storage area must keep the TSC DMC informed of changes to and limitations of class V distribution. The theater storage area maintains the theater class V stocks. Its mission is to receive class V from the national level and conduct operational-level reconfiguration. Sustainment brigades distribute class V forward to ammunition support activities at distribution hubs.

Class VI

4-86. Sundry and personal demand items (class VI) are often provided by Army and Air Force Exchange Service sales teams operating fixed-area facilities and tactical field exchanges. In the early stages of an operation, essential exchange stocks may be turned over to the theater supply system. Class VI items forwarded to the theater are based on personnel strength figures. Health and comfort packs provide everyday necessities when a field exchange is not available. As the theater matures and conditions permit, exchange activities can be established or expanded and sell a wider variety of items.

Class VII

4-87. Class VII (major end items) items represent a low percentage of total line items but a high percentage of the total dollar value of the Army inventory. Major end items are controlled through TSC command channels due to their high cost and overall importance to combat readiness. The requisitioning, distribution,

maintenance, retrograde, and disposal of these items are intensely managed at each support level to ensure visibility and operational readiness. USAMC and DLA are critical partners in managing class VII.

Class VIII

4-88. MEDLOG is an integral part of the AHS. MEDLOG is distinguished from other logistics in that its products and services are used almost exclusively by the medical system. The MEDLOG system provides specialized materiel required by the AHS to reduce morbidity and mortality among Soldiers.

4-89. The medical products and services provided are critical to the success of the AHS support mission and are subject to the same strict standards and guidelines that govern the health care industry in CONUS. Another key to this success is the delivery of MEDLOG capability that anticipates the needs of the customer and is tailored to continuously provide end-to-end sustainment of the AHS mission. Providing timely and effective AHS support is a team effort which integrates the clinical and operational aspects of the mission. The provision of MEDLOG support requires collaboration between the medical logisticians, clinicians, and other health care providers on the battlefield. MEDLOG support includes, but is not limited to, the following functions: materiel acquisition, materiel supply and resupply, medical equipment maintenance and repair support, optical fabrication and repair, health facilities planning and management, medical gases, blood storage and distribution, and medical contracting support.

4-90. In a mature theater, class VIII resupply support is provided by the MEDLOG companies operating throughout the AO, while the MLMC forward support team provides theater-level commodity management of class VIII materiel. The MLMC forward support team is subordinate to the theater medical command and mission, enemy, terrain and weather, troops and support available, time available, civil considerations, and informational considerations (METT-TC [I]) dependent may collocate with the TSC DMC. The theater medical command is the senior medical command within the theater in support of the theater Army. The MEDLOG company is the principal theater medical command unit that serves as the SSA for medical units within the AO and is assigned to a multifunctional medical battalion.

4-91. Critical to ensuring that sustainment distribution meets the Soldiers' needs is establishing a functional theater distribution plan that enables a responsive Army supply chain from the tactical level to the strategic sustaining base. Theater class VIII supply management is accomplished through a unit distribution system that pushes supplies and services to supported units throughout the AO. Blood and resuscitative fluids are dispersed throughout the AHS using predetermined distribution guidelines established by the joint blood program office. See FM 4-02 and ATP 4-02.1 for additional information on theater MEDLOG support.

Class IX

4-92. The TSC DMC manages class IX (repair parts) supplies for the theater. Class IX consists of repair parts and components to include kits, assemblies, subassemblies, reparable and nonrepairable items required for maintenance support of all equipment. They support the maintenance and repair functions performed throughout the theater on all materiel except medical. The military purchases repairables with the intent to overhaul and repair over time. For example, tank engines, radar components, electronics, ground vehicle transmissions and helicopter engines are typically reparable items. Repair parts essential to operations and high-dollar value items are intensely managed at all levels. Low-cost, noncombat essential items may be managed within the established parameters of the automated systems at the various echelons of supply, thereby allowing the manager to concentrate on fewer items.

4-93. The operational level of class IX support focuses on maintaining a theater authorized stockage list of sustainment-level supplies in the theater SSA that provides tailored-level repair parts and stockage that are configured to meet a supply demand. These theater-generated assets can offset reliance on support from the strategic level of supply.

Supply Planning

4-94. Supply planning consists of forecasting and establishing supply stock levels at each support echelon to meet mission requirements. It translates an operating force's composition into specific supply requirements. Effective supply planning ensures that adequate supplies, storage, and transportation assets are

available. The TSC headquarters conducts planning throughout the four Army strategic roles. Examples of planning tasks are shown below—

- Coordinate with the theater Army G-4 to establish the theater sustainment base and projected storage points and capacity for each class of supply as per the OPLAN or OPORD.
- Prepare for CUL and lead Service responsibilities as identified by the theater Army G-4.
- Integrate additional staff planning capabilities, such as the petroleum liaison team or the TPOC, when appropriate.
- Review concept of support plans and prepare guidance for each class of supply. For example, coordinate with engineer staff officers to estimate the class III, IV, and V required for obstacles, or coordinate with HR for personnel estimates to determine class I basic load deployment requirements and instructions.
- Issue materiel directives to ESCs and sustainment brigades specifying unit support assignments.
- Recommend contingency stock levels to the theater Army G-4. Upon G-4 decision, issue guidance to ESCs and sustainment brigades.
- Coordinate with appropriate organizations such as the DLA support team to identify requirements for disposition directive for residual disposal.
- Develop quality surveillance policies for each class of supply.

Requirements Determination

4-95. Determining and understanding supply requirements to support an operating force aids materiel managers in defining priorities of support. This information is based upon requirements communicated by operating forces and the sustainment organizations supporting those forces. The TSC materiel manager must have visibility of all requirements to ensure the distribution system operates effectively. When determining requirements, logistics planners identify a quantity of supply that must be retained in theater throughout operations. That number may change as the OE changes. Quantity, type of supply, and supply location are calculated by the various logistics information systems and reviewed by the TSC and ESC DMC materiel managers. The logistics information systems recommendations can be accepted or modified by the materiel managers. See ATP 4-42 for more information on logistics supply information systems, supply classes, and operations.

Requirements Validation

4-96. Validating and prioritizing available logistics assets against established requirements prevents excess materiel and misuse of logistics transportation and maintenance assets. This process ensures that no requests for logistics support are passed to a higher headquarters before determining that on-hand assets are insufficient to meet the requirement. Requirements validation also includes recommending controlled rates of supply to the theater Army G-3 and G-4. For example, a TSC may recommend and subsequently implement a controlled supply rate for 155mm rounds due to a theater-wide shortage. The TSC DMC validates all requirements against the commander's priorities. Managers satisfy the commander's requirements and priorities through appropriate sourcing, maintenance, and distribution of materiel and equipment.

Retrograde of Materiel

4-97. The movement of retrograde through the distribution system, to include maintenance evacuation of materiel, is accomplished in reverse order-from the tactical through strategic level. The theater distribution system provides the framework for the DMC to manage retrograde flow of all materiel. Retrograde functions include turn-in classification, preparation, packaging, transporting, and shipping. Materiel managers may use the retrograde process to redirect sustainment to different locations to fill shortages and meet requirements. Retrograde of materiel occurs as a normal part of theater supply operations, redeployment, and theater closing operations. Retrograde of materiel includes classes of supply and consumable items, and cargo and equipment.

4-98. The decision to use contractor or HN support should have been made and contracts negotiated either in the pre-deployment planning phases or early in the operation. If contractor or HN support is used, they

must know and fully understand the scope of work necessary to complete the mission. HN support must be identified early enough to ensure personnel are properly screened and present no security risk.

4-99. Retrograde equipment and materiel are consolidated at the lowest level SSA and reported through the SPO channels to the designated commodity manager. Disposition instructions are issued and the SSA packages, documents, labels, and produces radio frequency identification tags for retrograde items for shipment. Transportation requirements for retrograde of materiel are synchronized with inbound transportation flow to maximize use of transportation platforms.

4-100. USAMC coordinates, monitors, controls, receives, accounts for, and arranges the retrograde shipment of Army equipment and weapon systems when released by the CCDR. This includes inspection, condition coding, repackaging, preservation, marking, coding, documentation, loading, and accountability to ensure the orderly and timely retrograde movement of all materiel and munitions no longer required in the AO. When materiel identified for retrograde exceeds the capability of the SSA, the supported theater Army may request that USAMC form and deploy a responsible reset task force. This task force functions as USAMC's forward command presence responsible for coordinating strategic retrograde, reset, and redistribution in accordance with USAMC's mission. See ATP 4-98 for more information on redistribution property assistance teams.

4-101. Under certain circumstances such as major unit rotations and redeployments in conjunction with exercises and contingency operations, cargo and personnel returning to the U.S. can be pre-cleared (for example, inspected and certified at the origin instead of at the U.S. border). These pre-clearance programs will be initiated only when the CCDR, USTRANSCOM, and the respective U.S. agency or agencies explicitly agree to their establishment. The program must be in place prior to the shipment of battle-damaged equipment back to CONUS for repair. The unit commander identified for movement (deployment or redeployment) must ensure that unit personnel, equipment, and materiel comply with customs and agricultural requirements for that area according to DTR 4500.9-R, Part V.

Disposition of Supply and Consumable Items

4-102. Retrograde and return of class I materiel is not normally done due to health concerns. Class I items that are certified as no longer fit for human consumption by medical or veterinary personnel are surveyed according to applicable Service procedures. DLA Disposition Services will assist in the disposal of packaged operational rations as hazardous waste.

4-103. Because class II items are generally low cost or bulky, a key retrograde consideration is the economic trade off of in-theater disposition versus movement back to CONUS. The general guidance is to consume or transfer class II items instead of returning them to CONUS. Class II consumables are used by most military units and are typically a prime candidate for cross-leveling. Some class II materiel, including uniforms with the introduction of friend or foe technology, may require demilitarization prior to acceptance by DLA Disposition Services for disposal. Special care must be taken by Service component generators of excess and DLA disposal personnel to ensure that demilitarization requirements are met for prescribed items prior to disposal. The cost and difficulty of performing demilitarization of these items in theater may lead to retrograde as a disposal solution.

4-104. Theater inventories of bulk class III stocks are controlled by the joint petroleum office and are redistributed or disposed of at the conclusion of operations. Return of class III products to stock must include provisions to ensure that returned materiel still meets quality standards. Excess and waste class III products require disposal by trained personnel. This task is normally performed in coordination with DLA disposal personnel and DLA Disposition Services licensed contractors by arrangement with DLA Disposition Services and the appropriate HN authorities.

4-105. Excess construction materiel is usually readily usable in theater and should be transferred to other military activities. Usable class IV generated as excess by Service components may be transferred to other U.S., HN, or multinational forces after being turned in with turn-in or transfer documentation to DLA Disposition Services for disposal action. Class IV property will not generally be considered for retrograde or redeployment. Donation by appropriate authorities to local entities is also possible.

4-106. Class V items require Soldier maintenance and stock management to assure they are ready for use. These actions are conducted at munitions storage sites, but also may be conducted by trained personnel in

theater. Class V items are usually moved back to authorized storage facilities following contingency or combat operations. Materiel managers may use this return process as an opportunity to cross-level inventories between theater Army units, dispose of excess or obsolete munitions through the foreign military sales process, or dispose of unserviceable or non-repairable munitions stocks by EOD units. Class VI materiel is not turned into DLA Disposition Services for disposal unless required by status-of-forces agreements or other HN agreements.

4-107. Repairable class VII items are returned to maintenance for overhaul or repair. Because of the limited number of operational spares, timely retrograde of damaged items and repair is critical to maintain Service force readiness levels. Class VII repairable assets should not be surveyed and transferred to disposal activities without specific approval from the program or materiel manager. In some instances, such as vehicle or aircraft accidents, engineering and safety investigations may require resolution prior to disposal. Demilitarization actions must be coordinated with DLA Disposition Services prior to transfer for disposal.

4-108. The rapid return of repairable class VIII medical equipment to repair facilities is critical to returning the item to the supply system or back to its original owner. Disposal of class VIII items must be carefully monitored and coordinated with Service component medical logistical personnel. The sensitivity of some medical items and their potential use by terrorist organizations may require the retrograde of some medical equipment for disposal. Refer to FM 4-02 for additional information.

4-109. Repair parts that are usable excess consumable items and all repairable items are reported to the materiel manager for return, intratheater redistribution, or disposition decisions. Repairable items are returned to the established source of supply for repair and subsequent return to the global distribution system. ITV of retrograde repairable items is mandatory to minimize loss or delay.

4-110. Class X items are not DOD-owned property and are expended at the point of transfer to the designated nongovernmental organization or civil populace. Class X materiel is normally not returned once transferred to the designated recipient.

Cargo and Equipment

4-111. Cargo and equipment identified as retrograde are prepared for shipment to demobilization/home station or another theater of operation like all other equipment shipping out of theater. A U.S. Customs seal will be placed on the outside of all containers and vehicle compartments during the inspection, acknowledging that no contraband or illegal items are stored on the vehicle. Certified and inspected retrograde equipment will be moved to a sterilization yard until movement to the port of embarkation for shipment to demobilization/home station or ultimate destination. Empty container roll in/roll out platforms and other distribution platforms such as containers and 463L pallets may be used to retrograde excess supplies and repairables.

Funds/Resource Management

4-112. Financial managers and warranted contracting officers manage the obligation of funds in support of supply operations. The TSC G-8 is the overall funds manager in the TSC. The TSC G-8 coordinates with the theater Army G-8 for funds policy and execution to provide contingency funding for all theater costs or reimbursable budget authority for all theater costs associated with the contingency operation. Although responsible for funding all theater costs, the theater financial manager will need to identify the major costs drivers such as:

- External Support Contracts, ((e.g., Logistics Civil Augmentation Program (LOGCAP)).
- Stock fund (all classes of supply, mostly class IX repair parts). The Stock fund is specifically used to provide the acquisition of materiel. It does this by procuring material from commercial sources and holding items in an inventory. Deployed units requiring material will determine if the items can be procured through the stock fund first since the use of the stock fund is the preferred method to acquire material in deployed operations.
- Theater Support Contracts (e.g., non-stock fund (also referred to as local purchases)).
- Strategic lift (into and out of theater). Strategic lift (STRATLIFT) is the air, sea, and ground costs associated with deploying units and equipment into and out of theater. The TSC DMC may review

funds and financial management reports, but unit financial management staffs conduct all financial actions. Examples of funds management tasks are shown below:

- Provide recommendations to the TSC commander and the theater Army G-8 regarding policy for processing requisitions within GCSS-Army.
- The process of obtaining supplies to meet operational requirements includes the requisition process, cross-leveling, contracting, and local purchase. Requisitions flow from the requesting unit through Army information systems. Policy set by the theater Army dictates the process executed by the TSC and ESC DMC. This process supports unit materiel readiness and ensures units have materiel requirements for operations. When some supplies are not available in a timely fashion, the TSC and ESC DMC may validate local purchase or local fabrication requests. The OCS branch may recommend commodities for theater-controlled resupply levels. Examples of procurement tasks include the following:
- Identify requirements that may not be met through the supply chain and provide to the theater Army G-4.
- Coordinate with DLA, CSB, and other appropriate providers to identify providers of local purchase items.
- Retrograde of materiel.

Disposal

4-113. Disposal systematically removes materiel that is uneconomically repairable, excess, or obsolete. Disposal is normally directed through program management channels but may also be a command decision if the OE dictates. The disposal program is managed by DLA Disposition Services and is accessed by units through the TSC and ESC DMC staffs. Units looking to turn-in or find needed items can access the DLA Digital Disposal Services Request website.

Maintenance

4-114. Maintenance encompasses all actions necessary for retaining an item in, or restoring it to, a specified condition to support the supply system. The maintenance section within the materiel management branch of the TSC and ESC DMC reviews equipment readiness trends throughout the AOR to anticipate changes in demand for certain parts or components. The branch also plans, coordinates, and synchronizes sustainment maintenance support with the AFSB.

Storage

4-115. Storage is the organizing, sorting, and safeguarding of materiel. Storage includes warehouse management, receiving, storing, issuing, securing, inventory management, and accounting for materiel. Storage and warehousing do not imply the use of fixed facilities. Tents, containers, or an open area also serve as warehouses. The TSC and ESC materiel managers provide direction for receiving, storing, and issuing theater stocks in accordance with theater Army priorities, but warehousing is accomplished by units, not staffs.

Asset Visibility

4-116. Asset visibility, to include ITV, provides materiel managers with the capability to determine location, movement status, and identity of assets by class of supply, nomenclature, and unit, enabling improved decision making on sources of support and prioritization. This information improves a manager's ability to make decisions on sources of support and prioritization. The TSC and ESC DMC identifies decision points at which priority, quantity, or delivery dates could change to fulfill shortages or accommodate operational requirements.

4-117. Asset visibility obtains data on all classes of supplies from various information systems providing in-container/on-pallet visibility, en-route visibility, and transition node visibility. Asset visibility enables logisticians and operators to provide near-real time information to commanders, allowing them to make informed decisions using the most current logistics information. Materiel managers use asset visibility to identify, cross-level, ship, or redirect assets throughout the theater. This includes identifying and tracking

commercial equipment for which the U.S. government is responsible, such as commercial ocean carrier containers that must be returned to ocean carriers to avoid costly detention or purchase fees.

4-118. Within the theater, asset visibility is achieved by linking automated identification technology such as radio frequency identification tags, memory buttons, smart cards, and barcode readers with automated information system and ground and satellite transmission stations, providing the means to influence the flow of materiel throughout the intratheater distribution system. ITV is a capability that uses radio frequency and automated identification technology to provide visibility and near real-time status on the movement of all classes of supplies. It is important to ensure theater-generated ITV solutions feed into existing DOD or Army ITV systems so users have a true end-to-end picture. See ATP 3-35 and ATP 4-42 for further details.

Stock Control

4-119. Stock control maintains proper location and identification of materiel. Materiel managers need correct identification and location of materiel stored in warehouses to ensure the proper item of supply is issued to meet requirements. Unidentified, improperly cataloged items result in excess items being ordered by materiel managers. The SSA conducts stock control. The TSC DMC may issue policy or guidelines for deployed operations, and may view stock record accounts, but company-level units accomplish most stock control actions. The DMC also identifies the decision points at which priority, quantity, or delivery dates could change in order to fulfill shortages or accommodate operational requirements. Materiel managers execute release strategy, which is a set of guidelines for reviewing, releasing, or rejecting questionable requirements based on specific business rules.

Asset Reporting

4-120. Asset reporting is the vertical and horizontal reporting of asset status. It is a critical component of asset visibility, requirements determination, and requirements validation. It occurs at all echelons, with the command determining the frequency and commodities being reported. The parameters for reporting are programmed into GCSS-Army and are based on policies set by DA G-4 for Army units. Coordination is required with the CCMD, theater Army, and other Service component commands to ensure assets are reported according to other policies for a given theater.

Materiel Management Branch

4-121. The materiel management branch develops plans, policies, programs, and procedures involving supply activities; maintains liaison with supported and supporting units; and recommends allocation of resources to support mission requirements. It determines requirements and manages capabilities for supported units. There are four subordinate sections: field services (discussed later in the chapter), maintenance, munitions, and supply. The materiel management branch—

- Coordinates with the theater Army G-3 and G-5 for materiel forecasts in support of OPLANS and future operations.
- Performs as the expeditor and problem solver on all issues involving the commodities it manages.
- Coordinates with the distribution integration and transportation operations branches for status on the distribution of commodities it manages.
- Passes requirements to the appropriate national inventory control point.
- Validates requirements being considered for local procurement.

Maintenance Section

4-122. The maintenance section of the materiel management branch conducts maintenance management across the AOR. This section forecasts and establishes maintenance capability at the operational support echelon to meet mission requirements. The TSC serves as the fleet maintenance manager for Army forces, assisting the theater Army sustainment staff in monitoring and analyzing maintenance readiness for those forces in the AOR. The maintenance section includes aviation, electronic, engineer, and ground maintenance. See ATP 4-33 for more information.

4-123. The maintenance section staff collects and analyzes maintenance data and reports and conducts trend analysis. Trend analysis provides the means to identify significant trends and deviations from established

standards to isolate equipment maintenance issues. This analysis enables TSC and ESC maintenance managers to take action to enforce theater Army priorities relating to the repair of specific types of equipment, identify necessary support to specific units, coordinate with strategic and national providers for theater maintenance issues, and ensure the maximum number of combat systems remain fully mission capable.

4-124. TSC and ESC maintenance managers work closely with the AFSB to ensure effective sustainment maintenance support to Army forces, analyzing readiness data for both systemic problems and those associated with the unique aspects of the specific OE, such as environmental conditions and usage levels. This coordination and collaboration also provide the basis for effective employment of USAMC sustainment maintenance capabilities throughout the AOR. Maintenance section tasks include the following:

- Supervising equipment modernization plan execution.
- Disseminating technical information and allocating or reallocating resources and capabilities to support maintenance requirements.
- Exercising staff supervision over test, measurement, and diagnostic activities to include management of theater-wide calibration efforts.
- Exercising staff supervision over aviation maintenance activities.
- Assisting with cross-leveling aviation equipment in the AOR.

Munitions Section

4-125. The munitions section of the materiel management branch conducts materiel management for conventional ammunition. The section forecasts and establishes ammunition stock levels at the operational support echelon to meet mission requirements. The munitions section assists the theater Army sustainment staff in determining and validating requirements against the theater Army commander's priorities for Army forces. The section maintains asset visibility of ammunition in conjunction with USAMC Joint Munitions Command. It also monitors and manages ammunition storage and distribution with the DIB. The munitions section monitors distribution, stockage objectives, stockage levels, and replenishment through requisition or redistribution; recommends sourcing; and plans ammunition replenishment operations. See FM 4-30 and ATP 4-35 for more information.

4-126. The TSC and ESC munitions section recommends the controlled supply rate for use by the theater Army G-3 to establish the theater-controlled supply rate based on operational priorities. Munitions section tasks include the following:

- Coordinating special transportation and airdrop requirements for munitions.
- Coordinating munitions support (brigade through echelon above corps).
- Developing the sustainment plan for future force posture.

Supply Section

4-127. The supply section of the materiel management branch conducts materiel management for classes I, II, IV, VI, VII, IX, and X to sustain Army forces in the quantities and the time and place needed. The section forecasts and establishes supply stock levels at the operational support echelon to meet mission requirements. This section also develops the plans to build-up the necessary stockage levels in staging areas for conducting an operation and collecting, providing, and processing ITV data. This section maintains asset visibility of supplies across the AOR in conjunction with USAMC and DLA. For more information see ATP 4-42. Supply section tasks include the following—

- Plan supply support.
- Provide supply support.
- Develop the logistics running estimate.
- Manage supply support.

Fuel

4-128. In coordination with the theater petroleum center and DLA Energy, the fuel and water branch assists the theater Army sustainment staff in determining and validating requirements against the theater Army commander's priorities for Army forces. The branch staff uses the validated requirements to plan, monitor,

analyze, and recommend resourcing for fuel support operations. During this process, the branch provides theater on-hand visibility of fuel assets and conducts forecasts to establish and monitor fuel stockage levels at the operational support echelon to meet mission requirements. The branch staff coordinates these efforts with DLA Energy, other DMC staffs, and the U.S. Army Petroleum Center (in CONUS) to ensure the distribution plan is accurate and can be supported.

4-129. The Army normally manages overland petroleum support (including inland waterways) to U.S. land-based forces of all DOD components. The fuel and water branch coordinates with theater petroleum center representatives, the joint petroleum office, sub-area petroleum office, and DLA Energy to plan, coordinate, and oversee all phases of bulk petroleum procurement and support for U.S. forces and other organizations. The staff coordinates and monitors quality surveillance resources and testing results in the AOR.

Water

4-130. The fuel and water branch staff plans and coordinates water support with subordinate organizations. The branch coordinates with preventive medicine for water quality surveillance. The branch may also coordinate with DLA, which procures all water treatment chemicals, some water treatment system components, and some water treatment system replacement parts from commercial businesses.

4-131. The fuel and water branch also coordinates water treatment. Water quality surveillance within an operational area is shared between quartermaster water treatment specialists and preventive medicine personnel of the theater medical command Water treatment operations involve purifying water from a raw source and chemically disinfecting (treating) purified water to achieve potability standards. Treatment is also used to both improve the aesthetic characteristics of water and make it palatable. For more information see ATP 4-44, TB MED 577, and TC 4-02.3.

4-132. The fuel and water branch manages and schedules bulk class III and water movement and distribution forward into the support area based on a combination of available storage, distribution assets, and anticipated customer demands. Movement is coordinated with the DIB using military assets and with the OCS branch and supporting AFSB for locally contracted or procured capability assets if available.

ADDITIONAL DMC STAFF SECTIONS

4-133. In addition to distribution management, the deputy DMC oversees additional support capabilities (OCS branch and the SASMO), that contributes to the maintenance support for TSC and ESC throughout the AOR.

FIELD SERVICES SECTION

4-134. The field services section of the materiel management branch maintains responsibility for mortuary affairs, field feeding, and shower and laundry operations throughout the AOR. These operations enhance unit effectiveness and mission success by providing basic needs for Soldiers and the movement of human remains from the battlefield. These services are provided through a variety of organizations that conduct field service support at the tactical and operational levels. The type and level of field services provided differs depending upon the supported commander's requirements and the existing infrastructure in the operational area.

4-135. The TSC and ESC DMC, in coordination with the joint mortuary affairs office, determines the requirement for and placement of Army theater mortuary affairs assets. Requirement and placement considerations include casualty estimates from the theater Army G-1, size and composition of the force, and the mortuary affairs concept of support. Refer to JP 4-0, ATP 4-46, and AR 638-2 for more information. The primary functions of the DMC mortuary affairs section are to—

- Establish theater mortuary affairs policies and procedures.
- Recommend redistribution of mortuary affairs assets throughout the AOR as required.
- Monitor and manage mortuary affairs specific equipment and supply stockage levels throughout the AOR.
- Identify transportation requirements for movement of human remains.
- Track human remains movement throughout theater and to designated continental U.S. port mortuary.

- Manage and track personal effects cases in the AOR.
- Operate at lowest level authorized to disseminate information on deceased personnel to authorized entities.
- Maintain records and reports for all mortuary affairs cases within the AOR.

4-136. The TSC assists the ESC mortuary affairs staff with development of a concept of support for future operations. During certain operations, the TSC mortuary affairs staff may recommend withholding specific administrative or management functions at the TSC level or may augment the ESC. This recommendation will depend on an assessment of mission and operational variables. During periods of high operating tempo, the ESC may require augmentation to perform the same mortuary affairs missions as the TSC. This is due to having fewer personnel authorized.

4-137. The DMC materiel management branch supply section oversees field feeding services throughout the AOR by providing commanders with flexible field feeding systems and class I support that can be tailored to meet various force structures and tactical situations. The complexity and the number of class I activities increases significantly during training and in support of large-scale combat operations. Planners will have to anticipate short lead times, force strength number surges, unknown operational length, and constant repositioning of forces. This will require the field feeding section to closely monitor the OPLAN and the approved feeding plan to identify when distribution units and equipment will become operational and when the full Army family of rations will be available for issue. Refer to ATP 4-41 for more information.

4-138. The field service section manages the availability of shower and laundry services being executed by a field services company and composite supply company shower and laundry sections. A force provider company may also provide shower and laundry services to combat forces. The force provider assets may also be employed at major nodes to provide life support services to units flowing into or out of the theater. Force provider amenities include a dining facility, showers, laundry, and billeting. See ATP 4-42 and ATP 4-45 for more information.

Operational Contract Support

4-139. Theater sustainment planners should be familiar with the different contracting options available to them. Some contracts will be fully coordinated and executed by joint staff or defense agencies. Other contracts will be the responsibility of the initiating headquarters. OCS integrates commercial sector support into military operations and consists of three complementary functions: contract support integration, contracting support, and contractor management. Figure 4-6 shows the three OCS functions and lists examples of TSC actions associated with each.

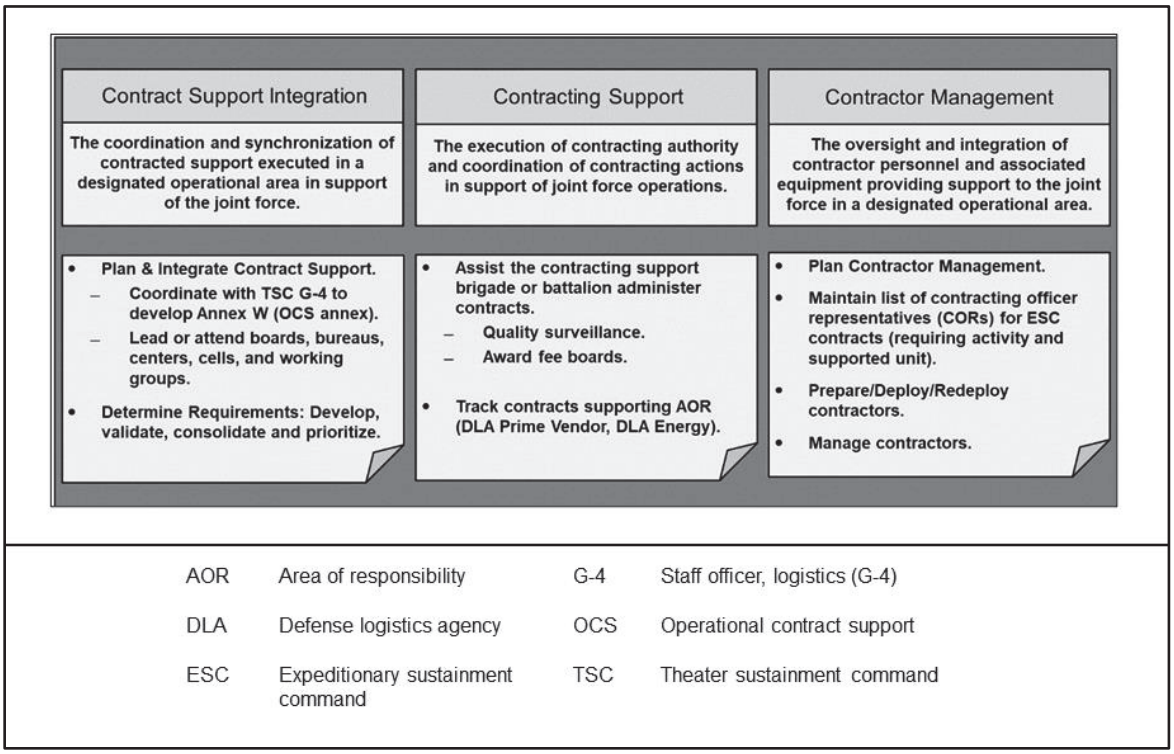


Figure 4-6. Operational contract support functions

4-140. Contract support may be used to augment other support capabilities by providing additional sources of supplies and services. These supplies and services include all classes of supply (class VIII contracting support is provided by medical personnel, the U.S. Army Health Contracting Activity, the Corps of Engineers, and class IX may be limited), labor, mortuary services (within specific parameters), laundry, showers, dining facility services, sanitation, and transportation. Other contracted services may include billeting, maintenance and repair, printing and copier support, equipment leasing, and limited minor construction.

4-141. The TSC OCS branch helps the requesting organizations draft acquisition ready requirements packages needed by the contracting organization to execute contracting actions. The OCS branch reviews requirements packages submitted by subordinate units but does not award and administer contracts. The TSC DMC's OCS branch works closely with the TSC G-8, theater Army G-4, CSB, and the AFSB's LOGCAP planning and integration cell. Refer to JP 4-10, ATP 4-10, and associated regulatory guidance for techniques to legally obtain and effectively utilize available commercial support in support of CCMD-directed military operations.

4-142. The TSC may be both a requiring activity and a supported unit. A requiring activity is the organization that identifies, plans for, develops, and submits contract requirement packages to obtain goods and services from contractors during military operations. A supported unit is the organization that is the recipient, but not necessarily the requestor, of contractor-provided support.

4-143. The DMC's OCS staff has special skills that are in demand during operation planning and deployment. The SPO and the deputy SPO must establish priorities for the OCS staff to maintain focus on the TSC commander's priorities. The OCS staff plans, coordinates, and monitors sustainment-related contract support. There are three broad types of contracted support: theater support, external support, and systems support.

4-144. Commanders can expect that contractors will be involved in operations. The management and control of contractors differs from the C2 of Soldiers and DA Civilians. During military operations, Soldiers and DA Civilians are under the command of the military chain of command. Commanders can direct Soldier

and Army Civilian task assignment, special recognition, and disciplinary action. However, they do not have the same command over contractors. The terms and conditions of the contract establish relationships between the military and the contractor. Commanders and staff planners must assess the need for providing operational area security to contractors and designate forces to provide security when appropriate. The mission of, threat to, and location of the contractor determines the degree of protection required. There are three types of contracted support available to support an operational commander: theater support, systems support, and external support.

4-145. Theater support contracts are contracts awarded by contingency contracting officers deployed to the operational area that provide the ability to rapidly contract for logistics support within a theater of operations. Theater support contracts are primarily an operating force support capability where in-theater contracting personnel contract common logistics support via commercial vendors primarily located in or near the operational area. In some situations, theater support contracting for deployed forces can be reinforced through reach-back to home station directorates of contracting. Theater support contracts are provided by the supporting CSB. The requiring activity will be required to develop the requirements and provide CORs to monitor contractor performance for logistics services and receiving officials for contracted logistics commodities provided in the affected area of operation. Theater support contracts can range from small, local contracts for a single unit or operational area-wide contracts in support of multiple components of the deployed force. From a contractor management perspective, it is also important to note that local national personnel commonly make up the bulk of the theater support contractor employees in operations OCONUS. For additional information, see ATP 4-10.

4-146. Systems support contracts are prearranged contracts awarded and funded by acquisition program executive officers and project/product management officers. These contracts provide technical support, maintenance support and, in some cases, class IX support for a variety of non-type classified and selected Army weapon and support systems. System support contractors, made up of U.S. citizen contractors authorized to accompany the force, provide support to the force in training and real-world operations. Systems support contractors provide either temporary support during the initial fielding of a system (called interim contracted support) or long-term support for selected materiel systems (referred to as contractor logistics support). The theater Army and TSC DMC do not normally have a role in determining systems support requirements. Systems support contracts awards are to provide support to newly fielded weapons systems including aircraft, land combat vehicles, and automated C2 systems.

4-147. External support contracts are contracts awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting heads of contracting activities or from systems support contracting authorities. External support service contracts provide a variety of logistics and other non-combat-related services and supply support. The largest and most commonly known external support contract is the Army's LOGCAP. LOGCAP may provide supply services (for example, storage, warehousing, or distribution) for the nine classes of supplies, but the Services source the actual commodities. See ATP 4-10 and AR 700-137 for additional information.

4-148. Another example of an external support contract is the DLA prime vendor contract. When coordinated, the DLA throughputs bulk fuel, water, and food to units. This may be done either through pre-positioned stocks or DLA theater support contracts (for example, into-plane contracts, into-bag contracts, and into-truck contracts) after sources are inspected and approved by veterinary and preventive medicine personnel. Customers typically receive materiel delivery through the vendor's commercial distribution system.

Contract Support Integration

4-149. Contract support integration begins at home station during operations to shape. The TSC identifies capability requirements for specific CONPLANs, OPLANs, or OPORDs. Requirements are passed to the theater Army G-4 who aggregates them and determines how the theater Army will meet the requirements. The theater Army identifies the specific commodities or services that will be procured in the AOR and includes this information in Annex W (Operational Contract Support) of the OPORD.

4-150. The TSC should be prepared to develop acquisition ready requirement packages for submission to the supporting contracting activity. The packages include a detailed performance work statement (sometimes referred to as a statement of work) for service requirements or a detailed item description or capability for a

commodity requirement. Depending upon theater Army or JFC policies, certain items or specific dollar amount requests may require formal requirements review board package review. The requirements review board reviews requirements for contracting support against Annex W (Operational Contract Support) and priorities established by the CCDR, subordinate joint commands, and the theater Army. OCS branch activities include the following:

- Participate as a member of the requirements review board or joint requirements review board.
- Incorporate and synchronize theater support contract and external support contract actions with the overall TSC concept of support.
- Assist the theater Army G-4 with planning, integrating, and synchronizing OCS into the theater Army's concept of support.
- Contribute to the development of the contracting support plan in coordination with the theater Army G-4, contracting support battalion commander, and AFSB.
- Coordinate requirements determination, validation, and prioritization for theater contracting with the theater Army G-4, contracting support battalion commander, ARFOR, and AFSB.
- Conduct contractor integration planning and execution (to include tracking) in coordination with the theater Army G-3 and G-4, ARFOR G-3, contracting support battalion commander, and AFSB.

Contracting Support

4-151. The TSC is responsible for compiling receiving reports. The TSC ensures that appointed CORs complete the receiving reports, either manually or electronically (for example, in Wide Area Workflow), so the DFAS may pay the vendor. The TSC forwards a copy of the receiving report to the contracting office. The TSC and its subordinate units may provide formal input to LOGCAP award fee and performance evaluation boards.

4-152. In long-term operations, the TSC will ensure direct coordination and transfer of OCS-related information prior to relief in place or transfer of authority. Additionally, when advance elements arrive in the theater, designated unit personnel must actively seek out current information on local contract support capabilities, policies, and procedures.

Contractor Management

4-153. Contractor management is a shared responsibility between the requiring activity and the supporting contracting organization. Contractor management-related planning responsibilities cross all primary and special staff functional lanes. The supporting contracting activity provides advice and assistance in contractor management planning and execution as well as including contractor management aspects within the contract.

4-154. One of the most important TSC contract management tasks involves nominating and tracking CORs for every service contract and LOGCAP task order as directed. The TSC and subordinate commands will often provide receiving officials for supply contracts. Quality CORs and receiving officials ensure that contractors provide the designated service or item in accordance with the contract.

4-155. Examples of TSC staff involvement include legal authority and discipline, contractor visibility and accountability, movement control, and protection. Legal jurisdiction over contractor personnel varies depending on contractor personnel nationality and status designations, operational specific policies, and the type and severity of the disciplinary infraction. Legal controls of contractor personnel include Title 18 USC subsection 3261, the Uniform Code of Military Justice, and base commander's inherent authority. Contractor personnel visibility and accountability are essential to determine and resource government support. The supported element's COR, G-1, and the OCS branch share responsibility for accountability of contractors supporting the TSC. The OCS branch coordinates this shared responsibility. See FM 4-0 and ATP 4-10 for additional information regarding OCS.

Sustainment Automation Support Management Office

4-156. The TSC SASMO ensures that all sustainment systems are functioning properly and maintaining connectivity. The SASMO is the primary office for logistics information systems support to the commander.

The SASMO's primary purpose is to resolve problems with individual and collective sustainment systems and their associated networks.

4-157. The SASMO's focus is supporting the logistics information systems and tactical network capability. Logistics information systems require an extended network to connect remote sites normally not covered by C2 networks or installation network enterprise centers. Therefore, the very small aperture terminal and the Combat Service Support Automated Information Systems Interface tactical networks are the primary choices for sustainment system connectivity.

4-158. SASMOs verify the currency of logistics information systems software as issued by the supporting project manager or system manager. The SASMO is also responsible for field-level maintenance of all logistics information systems hardware. The SASMO supports new equipment fielding under the direction of a major command G-4 logistics automation office.

4-159. The SASMO establishes the logistics automation plan, policies, operational functions, system readiness, and maintenance support for logistics automations systems and networks for the TSC. In conjunction with the G-6, the SASMO establishes a logistics information system automation policy and provides guidance for all subordinate unit sustainment automation management offices. The SASMO also coordinates with the G-4 concerning life-cycle management requirements for logistics information systems hardware. See ATP 4-0.6 for more information.

COORDINATING ORGANIZATIONS

4-160. Many sustainment organizations in the AOR require access to or knowledge of available distribution assets and networks. Liaising and co-locating with the DMC facilitates effective integration of distribution requirements. These organizations normally have a general support relationship with the TSC. Examples of organizations likely to collocate or liaise with the DMC are the MLMC, the Army special operations forces (ARSOF) SPO cell, and the CCDR's JDDOC. Additional assigned and attached staff capability such as the TPOC, FISC, TMCE, petroleum liaison team, and the RPAT (described in chapter 3 of this ATP) may also be integrated into the DMC.

THEATER PERSONNEL OPERATIONS CENTER

4-161. The TPOC (formerly the human resources sustainment center) supports the theater Army and is assigned to a TSC DMC. The TPOC is the key linkage between the theater Army G-1/AG and the TSC. The TPOC fully integrates with the TSC to sustain large-scale combat operations through theater opening, theater distribution, and theater sustainment support to forces in the AOR by aligning it with the SPO with the DMC to synchronize HR support with the sustainment enterprise.

4-162. The TPOC consists of a headquarters section and three divisions: the personnel accountability and systems division, the synchronization and integration division, and the postal operations division. In coordination with the TSC, the TPOC plans, integrates, and sustains HR and Soldier support systems for the theater and theater headquarters and other echelons as directed by the theater G-1/AG or as dictated by mission variables. It is responsible for planning, coordinating, and synchronizing theater opening HR operations with the senior sustainment headquarters and the theater Army. The TPOC supports the TSC in the execution of early entry reception operations. It establishes and ensures functionality of the theater personnel database and the Postal Directory Address Database and provides theater-wide assistance for HR systems issues.

4-163. The TPOC is responsible for synchronizing replacement priorities with the sustainment community and supports effective support relationships at echelon. The TPOC integrates and provides guidance and technical support for HR units executing personnel accountability and postal functions throughout the theater as defined by the policies and procedures established by the theater G-1/AG. It monitors theater opening HR operations execution of the theater gateway and military mail terminal missions. Refer to FM 1-0 for specific responsibilities of the TPOC.

4-164. The TPOC is dependent on the TSC for religious, legal, AHS, and finance support, personnel and administrative services, transportation, and unit supply. The TPOC is also dependent on the field feeding company for field feeding support and the support maintenance company for field-level maintenance of

organic equipment. For further details on the TPOC, see ATP 1-0.2. Figure 4-7 depicts a typical TPOC organization.

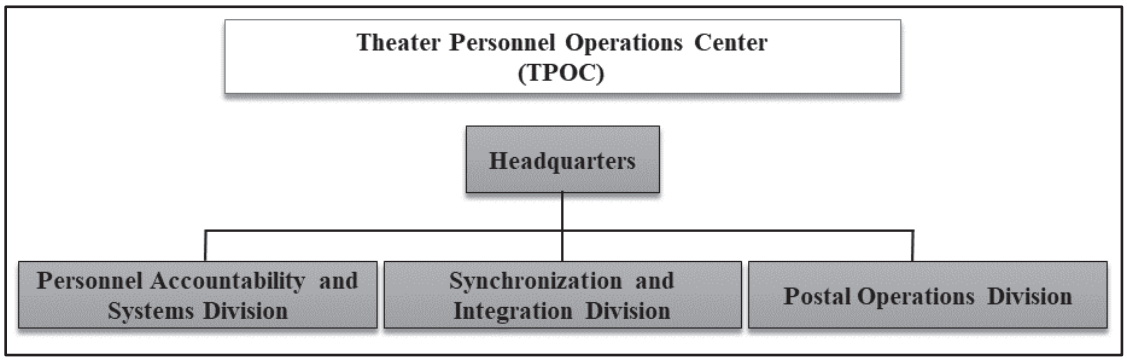


Figure 4-7. Theater personnel operations center

FINANCE SUPPORT CENTER

4-165. The financial management support center has been converted to a FISC. The FISC is a staff element assigned to the TSC that serves as the principal advisor to TSC commander on all aspects of theater finance operations, of which provides theater-level synchronization of all theater finance units. Additionally, an FISC is also required for each ESC supporting an engaged corps and is assigned to the ESC. This rule of allocation provides the finance synchronization necessary to support units within the ESC's AOR. Within the large-scale combat operations construct, the FISC is located at the ASCC and corps echelons and is general support-reinforcing to either the TSC or the ESC. In each instance, the FISC is dependent on the TSC or ESC for religious, legal, force protection, medical, signal, maintenance, transportation, and field feeding support.

4-166. When supporting the TSC, the FISC develops the theater finance strategic plan for the TSC commander, provides technical oversight to finance units in theater, participates in the financial management force flow planning in coordination with United States Army Financial Management Command and performs central funding, banking, finance plans and operations, internal control, and finance system support. Technical oversight includes providing recommendations and advice to theater commanders regarding the employment, integration, direction, and control of financial management forces for the accomplishment of assigned missions. The FISC provides finance synchronization by recommending to the commander optimized employment, integration, direction, and control of finance forces. When supporting an ESC, the FISC conducts currency distribution, IC, finance system support, and technical oversight to finance battalions within the ESC. Figure 4-8 on page 4-32 shows the different sections of the FISC.

4-167. FISC capabilities include the following:

- Provides finance directives, policies, guidance, and procedures.
- Provides theater-specific input to national providers on strategic finance directives, policies, and guidance.
- Interprets and disseminates strategic finance directives, policies, and guidance provided by national providers.
- Develops and publishes theater-specific finance operation policies and procedures for implementation.
- Conducts finance operations.
- Establishes currency requirements (U.S. and foreign currency) and provides central funding support for all finance units in the AOR.
- Implements and enforces internal control measures.
- Supports appropriated and non-appropriated funds accounting for the theater.
- Negotiates HN banking agreements.
- Participates in the coordinated defense of the unit's area or installation.

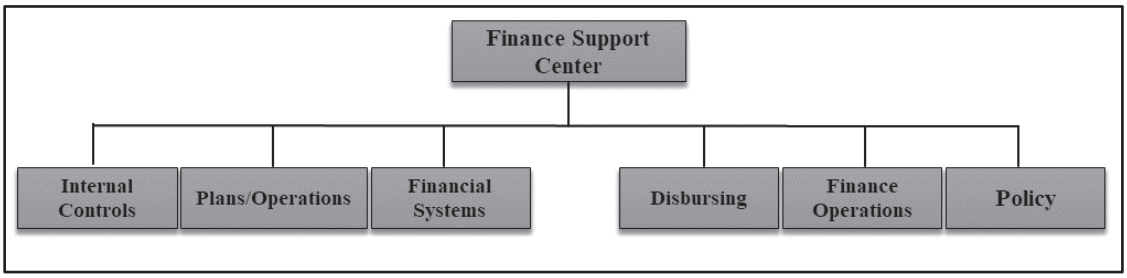


Figure 4-8. Finance support center

THEATER MOVEMENT CONTROL ELEMENT

4-168. There is only one multifunctional TMCE assigned to each TSC DMC to provide movement management, container management, highway regulation, and coordination for personnel and materiel movements. It provides staff augmentation to establish and refine distribution networks during operations, manage containers (commercial, unit, and DOD), and develop movement programs for the distribution of sustainment stocks within the AO or JOA as required.

4-169. During competition, the TMCE supports operations to shape by acting as a liaison between strategic transportation partners and the TSC/ESC. The TMCE coordinates with strategic partners to locate and identify strategic ports of entry into the AOR.

4-170. The TMCE also supports crisis below armed conflict by leading or serving on various movement boards (see ATP 4-16 for additional information on movement boards). The TMCE also acts as a liaison between the CCDR's JDDOC and the TSC or ESC. The TMCE plans, monitors, and coordinates the intertheater movement program to facilitate military forces moving during crisis below armed conflict.

4-171. The TMCE serves as a critical enabler during armed conflict. It supports large-scale combat operations by committing air and ground transportation assets in the support of RSO of forces entering into theater. It also plans, monitors, and implements the intratheater movement program in accordance with the CCDR's priorities. See ATP 4-16 for additional information on the TMCE and chapter 2 of this publication for TMCE dependencies.

MEDICAL LOGISTICS MANAGEMENT CENTER

4-172. The mission of the MLMC is to provide centralized, theater-Army level inventory management of class VIII material in accordance with theater Army surgeon policy. The MLMC maintains operations within CONUS to provide centralized, strategic-level management of critical class VIII materiel, patient movement items, optical fabrication, and medical maintenance for multiple theater Army operations. The MLMC contains a non-deploying headquarters section, two early entry support teams, and follow-on support teams. One early entry support team and one follow-on support team combine to make one complete MLMC forward support team. There is a total of two MLMC forward support teams available for deployment—one per theater. For more information on the MLMC, refer to FM 4-02 and ATP 4-02.1. Figure 4-9 depicts a graphic representation of the MLMC task organization. This organization provides the following capabilities at the theater Army level:

- Monitors the operation and C2 of MEDLOG units in all AOs.
- Monitors the receipt and processing of class VIII requisitions from MEDLOG units of all Services.
- Reviews and analyzes the demands and computation of theater Army requirements for class VIII supplies, medical equipment, medical equipment maintenance, and optical fabrication.
- Implements plans, procedures, and programs for medical materiel management systems.
- Manages medical materiel data and reports as required.
- Supports the single integrated medical logistics manager (SIMLM) information management and distribution coordination mission to joint forces, as directed.
- Interfaces with CONUS class VIII national inventory control point.

- Manages critical items and analyzes production capabilities.
- Liaises with the materiel distribution manager at division, corps, field army, and theater Army levels for distribution of class VIII supplies within the AO.
- Deploys two early entry support teams and two follow-on support teams as required into two theater Army AOs.

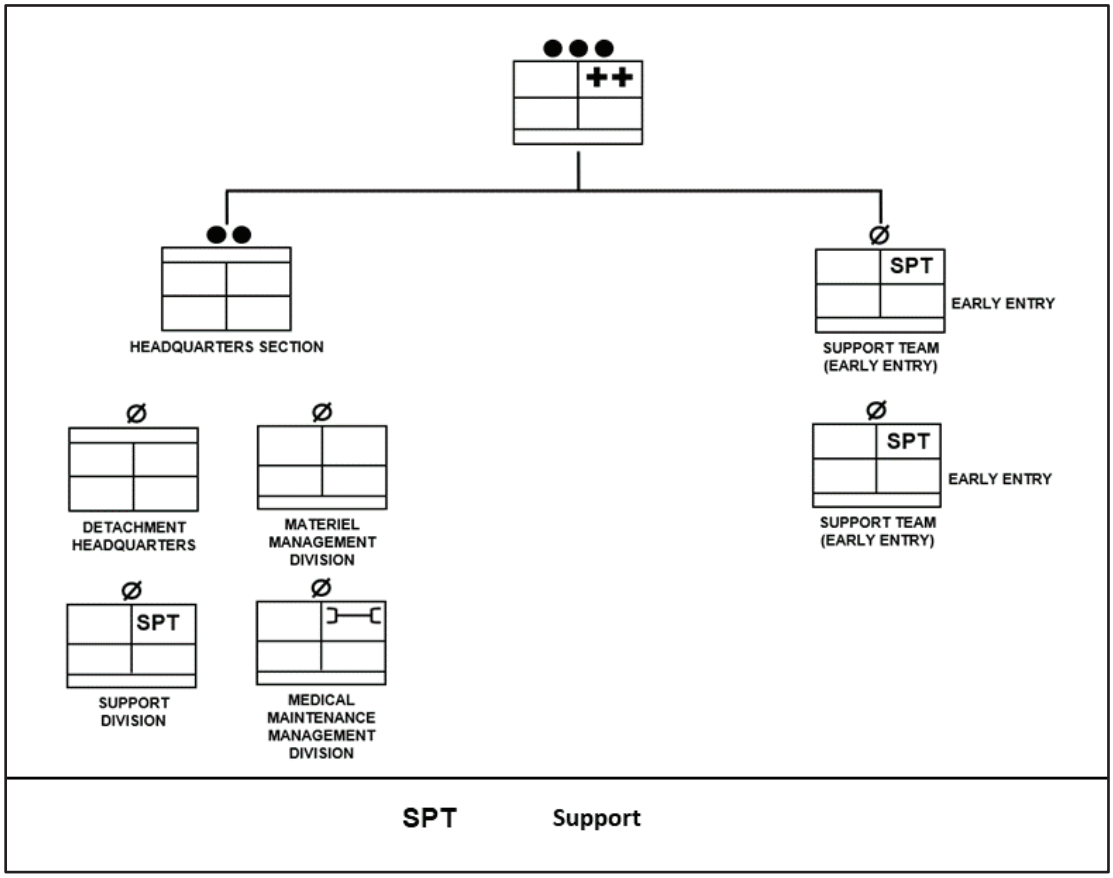


Figure 4-9. Medical logistics management center task organization

Early Entry Team

4-173. The early entry team will deploy into the theater to provide centralized management of medical materiel, medical maintenance, MEDLOG contracting operations, and coordination of class VIII distribution within the AO. The chief logistics officer of this team will serve as the team commander when deployed. The team can provide LNOs to each deployed MEDLOG unit of all Services within the theater as required. The team will perform the information management and distribution coordination portion of the SIMLM mission when the Army is designated as the SIMLM by the CCDR for joint operations. The team will be subordinate to the MEDCOM (DS) operational command post, MEDBDE (SPT), or TSC/ESC/sustainment brigade when there is no MEDCOM (DS) operational command post or MEDBDE (SPT) in the theater. METT-TC (I) dependent, the team may collocate with the TSC's DMC or the DIB of the ESC or sustainment brigade when the TSC is not deployed.

Follow-On Team

4-174. The follow-on support team continues to provide additional centralized management of medical materiel, medical maintenance, and coordination of class VIII distribution within the AO. METT-TC (I) dependent, the follow-on team may collocate with the theater Army's TSC DMC. The team will provide the information management and distribution coordination portion of the SIMLM mission when the Army is

designated as the SIMLM by the CCDR for joint operations. The team will be subordinate to the MEDCOM (DS) operational command post, MEDBDE (SPT), or TSC/ESC/sustainment brigade when there is no MEDCOM (DS) operational command post or MEDBDE (SPT) in the theater. METT-TC (I) dependent, the follow-on team may collocate with the theater DMC and with the support area command post within the corps and divisions when the TSC, ESC, or sustainment brigade is not deployed. These follow-on teams are not designed to operate independently. They will always operate with the MLMC's early entry support team.

ARMY SPECIAL OPERATIONS FORCES SUPPORT OPERATIONS CELLS

4-175. ARSOF SPO cells are task-organized deployable teams comprised of multifunctional logisticians from within the 528th Sustainment Brigade Special Operations Airborne operations division and a financial management element attached from the group level and above. Their mission is to coordinate, monitor, and synchronize logistics support for special operations task force and joint special operations task force operations, other ARSOF operations, and for joint and combined special operations forces where the Army is the lead Service for logistics. The 528th Sustainment Brigade Special Operations Airborne may deploy an ARSOF SPO cell to collocate with the TSC to synchronize logistics support to ARSOF units. When not deployed, the ARSOF SPO cell personnel man the home station operations center and provide reach-back support to ARSOF liaison elements. More information about Army special operations is in ATP 3-05.40. To facilitate support, an ARSOF support cell can be employed in the following scenarios:

- To reinforce the group support battalion of special forces groups acting as special operations task forces and special operations JTFs. It would accomplish this by providing C2 of operational area opening and distribution modules in an austere theater.
- To serve as the initial CP for a deployed 528th Sustainment Brigade Special Operations Airborne, or, with augmentation from the 528th Sustainment Brigade Special Operations Airborne in this capacity, it would serve as an interim sustainment C2 capability in support of an ARSOF-led JTF until a theater logistics infrastructure can be developed.
- To coordinate and monitor Army common combat support, special operations forces-peculiar sustainment, and medical support for ARSOF by co-locating with deployed TSCs.

Chapter 5
Command and Control

Chapter 5 addresses the C2 warfighting function with an overview of its tasks and command and control system. It discusses CP operations and organization consisting of functional and integrating planning cells responsible for coordinating and synchronizing forces and activities by warfighting functions during operations.

OVERVIEW

5-1. *Command and control* is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1, Volume 2). *Mission command* is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation (ADP 6-0). The uncertain nature of the OE requires a climate of mutual trust and shared understanding among commanders, subordinates, and partners. Mission command enables a decentralized approach to decision making. It facilitates rapid decisions by allowing commanders with the best situational understanding of the environment (those closest to the operation) to execute within the higher commander's intent without having to wait on the higher echelons to assess the situation and issue orders. Effectively utilizing C2 and mission command creates efficiency and flexibility while expediting sustainment responsiveness in supporting the warfighter, maintaining the pace of operations.

5-2. Applying C2 requires commanders to combine the art of command with the science of control. Commanders issue intent through clear goals, objectives, or desired end-states (art of command) in combination with delegating authority to subordinates to make decisions and act based on changing situations not addressed in orders or plans (science of control). This approach to C2 requires commanders to issue clearly defined goals, provide the resources to accomplish the goals, and establish a period in which to accomplish the goals.

5-3. TSC and ESC mission success depends on achieving a seamless strategic to operational logistics link that enables operational to tactical sustainment. A shared situational understanding of the environment is accomplished through collaboration and coordination with Army and joint partners at the strategic, operational, and tactical levels. Disciplined logistics status reporting using all logistics information systems available and a C2 system helps to achieve situational understanding.

5-4. Sustainment commanders should know the unified action partners requirements and capabilities, envision what their distribution networks look like, and understand the associated timelines required to support them during operations. To better understand this relationship, review chapter 4 of this ATP on distribution networks.

COMMAND AND CONTROL WARFIGHTING FUNCTION

5-5. The *command and control warfighting function* is the related tasks and a system that enable commanders to synchronize and converge all elements of combat power (ADP 3-0). The primary purpose of this warfighting function is to assist commanders in integrating the other elements of combat power (leadership, information, movement and maneuver, intelligence, fires, sustainment, and protection) to accomplish missions. The four elements of the sustainment warfighting function (logistics, personnel services, HSS, and financial management) provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. These elements must be integrated and synchronized across all warfighting functions to ensure the appropriate level of support. The command and control warfighting

function assists sustainment commanders at the theater echelon in achieving the necessary integration and synchronization to support theater-level operational requirements.

5-6. The commander, assisted by the staff, integrates numerous processes and activities within the headquarters and across the force through the performance of four command and control warfighting function tasks:

- Command forces.
- Control operations.
- Drive the operations process.
- Establish the C2 system.

5-7. Commanders need support to effectively exercise C2. Each commander establishes a C2 system to support decision making, disseminate decisions to subordinates, and facilitate controlling forces. Commanders under the C2 system organize the four components of people, processes, networks, and CPs to support decision making and facilitate communications, enabling people and formations to work toward a common purpose. See FM 6-0 for more information regarding the four C2 warfighting function tasks and the components of the C2 system.

ARMY COMMAND AND SUPPORT RELATIONSHIPS

5-8. Army command relationships define superior and subordinate relationships between unit commanders. The five Army command relationships are organic, assigned, attached, OPCON, and TACON. By specifying a chain of command, command relationships join efforts and empower commanders to use subordinate units and forces with maximum flexibility. When command relationships are established, they determine if the command relationship includes ADCON. *Administrative control* is direction or exercise of authority over subordinate or other organizations in respect to administration and support (JP 1, Volume 2). ADCON is not a command or support relationship; it is a Service authority. It is exercised under the authority of and is delegated by the Secretary of the Army. Typically, attachment orders state whether the parent unit retains ADCON of the unit. If not, the orders state ADCON belongs to the gaining unit. For OPCON and TACON relationships, parent units retain ADCON. See FM 3-0 for further information on ADCON.

5-9. Army support relationships are direct support, general support, reinforcing, and general support-reinforcing. Army support relationships are not a command authority and are more specific than joint support relationships (FM 3-0). Commanders establish support relationships when subordination of one unit to another is inappropriate. Commanders assign a support relationship for several reasons including when—

- Support is more effective because the requisite technical and tactical expertise resides with the supporting unit rather than the supported commander.
- The echelon of the supporting unit is the same as or higher than that of the supported unit (a brigade may be supporting a battalion).
- The supporting unit supports several units simultaneously; therefore, the command would set support priorities to allocate resources to supported units which is one aspect of C2.

5-10. Army support relationships allow supporting commanders to employ their units' capabilities to attain the results required by supported commanders. Support relationships do not alter ADCON. Commanders specify and change support relationships through task organization. See FM 3-0 and FM 4-0 for further information on Army command and support relationships.

THE OPERATIONS PROCESS

5-11. The Army's framework for organizing and putting C2 into action is the operations process. This process is employed by TSC and ESC commanders to organize efforts, integrate the warfighting functions across multiple domains, and synchronize forces to accomplish missions. The goal is to make timely and effective decisions and to act faster than the enemy. The speed and accuracy of a commander's actions to address a changing situation are key contributors to agility.

5-12. Army leaders plan, prepare, execute, and assess operations by analyzing the OE in terms of operational and mission variables. How these variables interact in a specific situation, domain (land, maritime, air, space,

or cyberspace), AO, or area of interest describes a commander's OE but does not limit it. Commanders, applying an understanding of the operational variables in relation to the mission variables, must visualize the OE, describe their intent, and direct staff and subordinates through plans and orders to execute the mission.

5-13. Successful planning requires the integration of both conceptual and detailed thinking. Army leaders employ three methodologies for planning. Leaders determine the appropriate mix of planning methodologies based on the scope of the problem, their familiarity with it, the time available, and the availability of the staff. Methodologies that assist commanders and staffs with planning include—

- Army design methodology.
- MDMP.
- Troop leading procedures.

5-14. The commander's role is to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing operations. The staff's role is to assist commanders with understanding situations, making and implementing decisions, controlling operations, assessing progress, assisting subordinate units, and keeping external organizations informed throughout the conduct of operations. The decisions arrived at in the operations process and communicated through orders include assigning missions; prioritizing, allocating, and organizing forces and resources; and selecting the critical times and places to act.

5-15. The TSC staff should be competent in all methodologies. Army design methodology is particularly useful as an aid to conceptual planning but must be integrated with the detailed planning typically associated with MDMP to produce executable plans. Commanders with a coordinating staff use MDMP as their primary planning process. The *military decision-making process* is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order (ADP 5-0). Commanders may incorporate these formal planning methodologies as part of everyday staff activities to increase staff familiarity with the processes.

5-16. MDMP is a primary tool for commanders to solve problems, make decisions, and develop plans and orders. As described in FM 6-0, MDMP consists of seven steps, with each step consisting of inputs, a series of sub-steps, and outputs. Commanders and staffs generally perform these steps sequentially; however, before producing the plan or order, they may revisit several steps in an iterative fashion as they learn more about the situation. Throughout MDMP, staff planners consider how the information impacts the sustainment warfighting function (logistics, personnel services, HSS and financial management) during each phase of a military operation. Generally, at division and higher levels of command, elements of the MCP sustainment cell perform these functions. Requirements stemming from operational situations are determined by closely tracking the COP. Refer to FM 6-0 for additional information regarding the MDMP.

5-17. Throughout the operations process, commanders conduct assessments that precede and guide every operations process activity and concludes each operation or phase of an operation. The assessments are continuous and include monitoring the current situation to collect relevant information; evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks; and recommending or directing action for improvement. The primary tools for assessing progress of the operation include the OPORD, the COP, personal observations, running estimates, and the assessment plan. The commander's visualization of these form the basis for the commander's personal assessment of progress. Commanders integrate their own assessments with those of the staff, subordinate commanders, and other unified action partners. Commanders use assessment and supporting data to provide feedback to improve support effectiveness and efficiency and to optimize sustainment operations.

5-18. The TSC staff continuously assesses the situation and their understanding of it. The staff is not assessing how well the TSC is executing the plan but how well the plan is meeting current and future sustainment requirements in accordance with CCMD and theater Army analysis. Each staff section processes information, employs decision support aids, and conducts a comparison to quickly turn information into knowledge, create situational understanding, and share a COP.

COMMAND POST

5-19. A *command post* is a unit headquarters where the commander and staff perform their activities (FM 6-0). The TSC's CP conducts activities supporting sustainment tasks, tasks the commander assigns, and tasks common to all CPs. The deputy commander establishes and leads CP operations.

5-20. The *main command post* is a facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations (FM 6-0). The *tactical command post* is a facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time (FM 6-0). The tactical CP is normally annotated on a unit's MTOE.

5-21. An *early-entry command post* is a lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational (FM 6-0). The early-entry command post is not part of the unit's MTOE; commanders can establish one to assist them in controlling operations during the deployment phase of an operation. It normally consists of personnel and equipment from intelligence analysts, planners, and other staff officers from the MCP. Figure 5-1 below depicts a notional TSC early-entry command post.

5-22. The TSC headquarters' design can support an MCP and an early-entry command post. The TSC MCP includes representatives of all staff sections and a full suite of information systems to monitor and assess operations. The commander considers the size, location, and mobility requirements of the CP and then configures the CP.

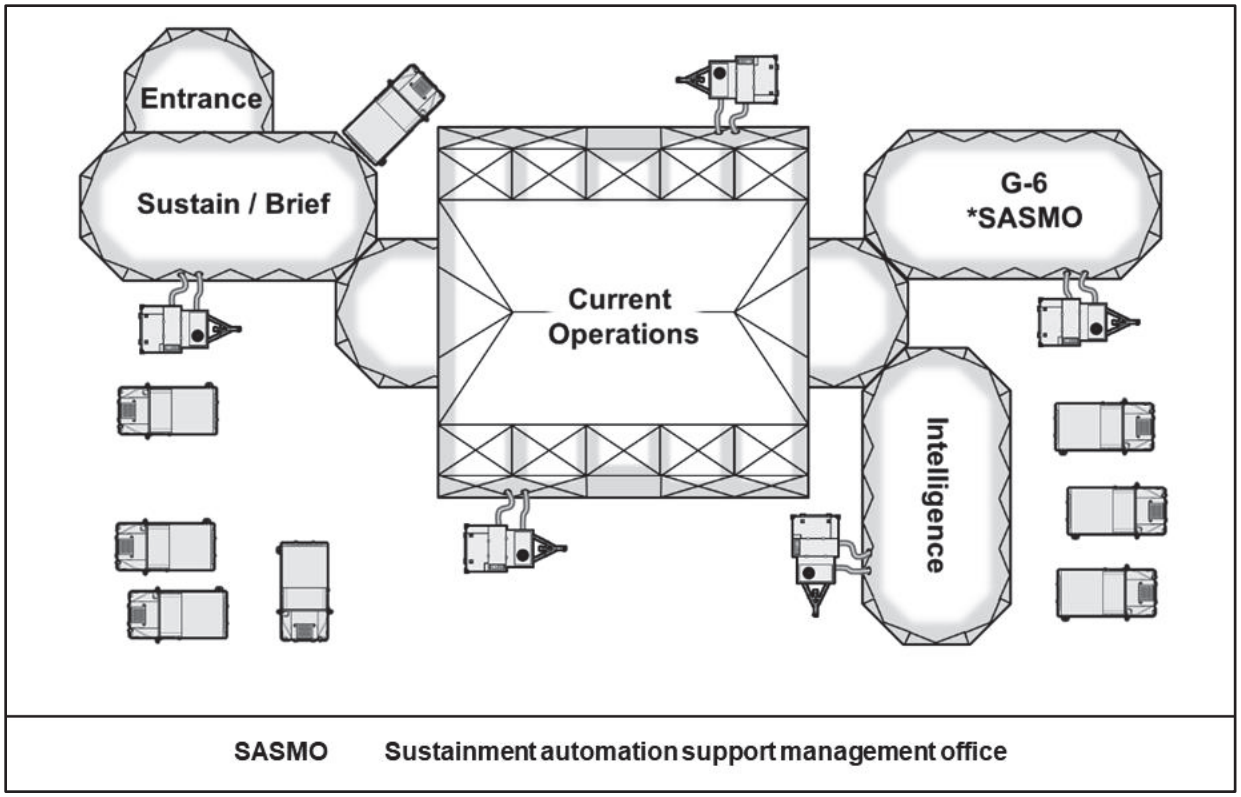


Figure 5-1. Notional theater sustainment command early-entry command post

5-23. The TSC MCP is primarily a planning and coordination element. It develops and maintains OPLANs, contingency plans, and Service supporting plans for the theater Army's theater campaign plan. The MCP may control sustainment forces involved in operations, training exercises, and other security cooperation activities. It also coordinates collaborative planning with any Army headquarters designated to deploy within the AOR. This collaborative planning facilitates the transition of existing operation and contingency plans into the incoming sustainment headquarters' own OPORDs for execution. The MCP also supports the TSC

early-entry command post when the TSC is involved in limited contingencies or participating in exercises and other set the theater activities.

5-24. MCP staffs are responsible for the sustained conduct of CUOPS, future planning, and analysis for current and future operations throughout the AOR, sustainment coordination, and other staff functions. The MCP staff includes representation from all integrating and functional cells, other special staff sections, and coordinating elements. MCP staff operate under the general supervision of the chief of staff. The MCP is capable of conducting the full array of coordination functions.

5-25. The TSC MCP also manages the support given to Army forces and, when tasked, to unified action partner forces deployed to any operational area within the AOR. This support includes operational area opening, RSO, CUL, and other services associated with Army Title 10 responsibilities.

5-26. While not specifically authorized, descriptions of the CCP and the operational CP may assist the TSC in developing CP requirements for potential operational missions. CPs are described in ATP 6-0.5.

LOCATION

5-27. The TSC commander and staff identifies headquarter locations based on where sustainment operations can be best controlled. The TSC headquarters may be collocated with the theater Army to most effectively perform its support functions. The TSC monitors sustainment operations across an AOR from a home station C2 center or through a deployed CP. This may mean the TSC headquarters has elements at home station and deployed to support the theater Army's CCP or MCP. Alternatively, the TSC may have its entire headquarters in the AOR with part of the headquarters in an MCP and part manning an early-entry command post supporting an emerging operational area. The TSC has many options for locating its CPs. The current TSC headquarters organization makes it very challenging to staff anything more than an MCP and an early-entry command post.

5-28. If the TSC deploys its MCP, the TSC commander will typically maintain C2 continuity by echeloning elements of the headquarters. Echeloning provides the commander with the capability to place minimum C2 capabilities forward while continuing to support the force. This lead element is an early-entry command post, and its structure is entirely at the discretion of the commander based on mission requirements. Once it is in place and communications with all nodes are established, the balance of the TSC headquarters moves forward by echelon. The early-entry command post performs the functions of the MCP until the MCP arrives.

5-29. Commanders may opt to create a battle roster for staffing the early-entry command post as part of the unit SOP. A deputy commander, chief of staff, or operations officer normally leads it. It is staffed with a mix of CUOPS personnel, planners, and sustainers to plan, coordinate, and assess the TSC's initial operations.

5-30. TSC planning may also consider the requirement to deploy a TSC CP element on a long-term basis for split-based operations. There is significant risk associated with this option. The early-entry command post would be the basis for such an element. The overall structure and manning would be based on existing missions, tasks, and resources available. Commanders must consider mission requirements, organize the force, and allocate resources appropriately while maintaining a balance to support the AOR.

5-31. The TSC headquarters may be required to deploy a forward element from the MCP for the time needed to mobilize and station an ESC. Normally an ESC headquarters provides C2 within an operational area. However, ESC deployment timelines may not meet TSC mission requirements. TSC commanders must carefully balance mission requirements, capabilities within their headquarters, and overall responsibilities within the AOR.

5-32. The TSC commander should identify the responsibilities and authorities for each echeloning element. This provides clarity and direction with respect to the exercise of authority and continuity in the conduct of on-going operations.

5-33. The functional structure of the staff allows the commander and chief of staff considerable flexibility to shift expertise among functional cells, integrating cells, centers, and temporary teams (such as boards and working groups). It also allows the commander and chief of staff to adjust manning levels between the various CPs.

COMMAND POST LAYOUT

5-34. There is no standard design for a TSC CP. Each TSC organizes its CP based on the mission and commander's desires. Each TSC organization differs due to requirements that vary widely from one AOR to another. The unit's authorization document, the MTOE, identifies the personnel and equipment authorized according to the organizational design, but commanders often reorganize the headquarters based on their own experience and specific mission requirements. In such cases, the unit's tactical SOP often more accurately depicts the headquarters organization.

5-35. The configuration of the headquarters is determined by its ability to command forces across vast land areas while supporting Army forces and, when tasked, unified action partner forces. Commanders exercise C2 over widely dispersed formations while maintaining a COP with higher headquarters and subordinate units.

5-36. The TSC CP layout has a significant impact on its functionality. A layout contributes to how efficiently information is passed from one staff element to another and how easily sections communicate with one another. User interface with communication systems and positioning of information displays are important considerations. Providing adequate space for group work and briefing areas is also an important consideration.

5-37. Commanders vet the layout or design of their CPs during exercises and training events. CP layouts, including individual positions, information systems and displays, equipment, network cabling, and electricity requirements, are tested, adjusted as required, and captured in the unit's SOP. Commanders and staffs adjust from the unit's SOP based on the operational situation. The generic CP design should also include packing and load plans. The following considerations aid in designing the physical layout of a CP:

- Staff integration and crosstalk.
- COP visibility.
- Lighting and climate control.
- Adequate workspace for the staff and commander.
- User interface with communications systems.

COMMUNICATIONS

5-38. The commander, with the assistance of the staff, determines the communication capabilities required for the CP during each phase of operations. The G-6 determines the appropriate mix of communications systems to be employed. Requirements exceeding organic capabilities are met by requests through the appropriate channels. Maintaining communications is especially important to the TSC CP as its supporting and supported organizations may not be in the same operational area.

5-39. The TSC receives signal support from pooled assets such as an expeditionary signal battalion or forward operating base infrastructure. The supporting signal unit should be identified in the OPORD. The TSC G-6 defines signal support requirements based on the mission, size of the operation, the number of personnel and systems, and services needed. When defining requirements, the requesting unit describes the following:

- The unit requiring service and the number of connections needed for each requested service.
- The services required.
- The date-time group for required services.
- The location for required services.
- The supported unit battle rhythm for communications services.

5-40. The TSC G-6 coordinates with the supporting signal unit providing connection to Defense Information Systems Network services. Supporting signal assets may be OPCON or TACON to the supported unit. The supported unit may assume responsibility to provide logistics, financial management, personnel services, and AHS support based on the command relationship established in the OPORD. See FM 6-02 for more information about the process for requesting signal support.

5-41. The G-6 assists the staff in developing and rehearsing the CP's primary, alternate, contingency, and emergency communications plan, commonly referred to as a PACE plan. Each warfighting cell should develop and publish a plan. This plan establishes the primary, alternate, contingency, and emergency methods of communications for each warfighting function, typically from higher to lower echelons. Establishing such a plan requires care that an alternate or contingency method of communications does not rely on the primary method. For example, using voice over internet protocol as an alternate method of communications would be a poor choice if the primary were network data, because both networks could fail simultaneously. The TSC will develop multiple plans; one for communications to higher echelon headquarters, one for subordinate units, and at least one to communicate with strategic sustainment partners. See ATP 6-0.5 for more details about CP communications.

SECURITY

5-42. Security operations involve efforts to provide an early and accurate warning of enemy operations and time and maneuver space within which to react to the enemy. These operations protect the force from surprise and develop the situation to allow the commander to use the force effectively. Security operations include necessary actions to retain freedom of action and help ensure uninterrupted support or sustainment of all other operations. Security operations encompass five tasks: screen, guard, cover, area security, and local security.

5-43. The TSC headquarters conducts local security tasks and may coordinate and contribute to area security tasks. Local security includes any local measure taken by units against enemy actions. It involves avoiding enemy detection or deceiving the enemy about friendly positions and intentions. It also includes finding any enemy forces in the immediate vicinity and knowing as much about their positions and intentions as possible. Local security prevents a unit from being surprised and it is an important part of maintaining the initiative. The requirement for maintaining local security is an inherent part of all operations.

5-44. Effective CP security and defense SOPs integrate security measures that protect personnel, information, infrastructure, and facilities from enemy attack. Security and defensive measures must be established based on an assessment of the full range of threats. Establishing a CP within a base camp illustrates an effective security and defense technique.

5-45. Units use both active and passive measures to provide local security. Active measures include observation posts and patrols and establishing stand-to times. Passive local security measures include camouflage, movement control, noise and light discipline, and proper communications procedures. Security measures also include employing available sensors, night-vision devices, and daylight sights to maintain surveillance over the area immediately around the unit. Additional examples of local security are listed below:

- Preplanned fires.
- Entry control.
- Barriers and obstacles.
- Perimeter operations and fighting positions.

5-46. Base camps and CPs are very similar in terms of basic characteristics, functions, and operations. See ATP 3-37.10 for techniques and principles that have proven successful in securing and defending base camps and CP operations. See ADP 3-90 for more information about local security.

5-47. Area security is a form of security operations. These operations focus on the protected force, installation, route, or actions within a specific area. Protected forces range from echelon headquarters through artillery and echelon reserves to the sustaining forces. Protected installations can be part of the sustaining base or part of the area's infrastructure. Protected routes and areas involve securing a range from specific points (bridges and defiles) and terrain features (ridgelines and hills) to large population centers and their adjacent areas. See ADP 3-37 for more information about area security. If properly task-organized, the maneuver enhancement brigade and some military police units are specifically equipped and trained to conduct area security and may constitute the only available force during some phases of an operation. Area security takes advantage of the local security measures performed by all units, regardless of their location in the AO. Examples of area security tasks of interest to the TSC headquarters include the following:

- Critical asset security. The TSC recommends physical assets or information that is deemed essential to the operation and success of the mission to the theater Army G-3 or appropriate headquarters and may coordinate for required protection.
- Lines of communications security. The TSC recommends critical supply routes (rail, pipeline, highway, and waterway) to the theater Army G-3 or appropriate headquarters and coordinates for required protection.
- Area damage control. Within a support area, the maneuver enhancement brigade performs area damage control before, during, or after incidents within the assigned support area. As a part of area security operations, all commanders conduct area damage control to prevent, respond, and recover from the negative effects of enemy or adversary action that can diminish combat power with their local assets and resources. Examples of area damage control measures the TSC headquarters may take are dispersing key capabilities and resources, assessing the situation and damage, and notifying the base or base cluster commander of assessment, clearing rubble, and capturing lessons learned. See FM 3-81 for information pertaining to area damage control.
- Movement corridor. A *movement corridor* is a designated area established to protect and enable ground movement along a route (ADP 3-37). Units establish a movement corridor to set the conditions to protect and enable the movement of traffic along a designated surface route. A TSC may request the establishment of a movement corridor to protect the movement of sustainment assets based on the threat. Units conduct synchronized operations within the movement corridor for forces that require additional C2, protection, and support to enable their movement. The owner of an operational area may establish a movement corridor within the operational area along an established main supply route or a route designated for unit movement. The movement corridor typically includes the airspace above to allow the establishing unit to conduct aerial reconnaissance and fires.

SURVIVABILITY

5-48. CPs are normally considered critical assets and require special consideration when planning, coordinating, and synchronizing protection capabilities. The TSC should consider traditional methods such as cover and concealment or shielding by terrain features or urban structures. Protection can be provided by earth berms, sandbags, soil-filled containers, and concrete barriers. CPs may also use existing hardened facilities or other constructed shelters. When available, supporting engineer units may use berms or defilade positions to increase CP survivability. See ATP 3-37.34 for more information about CP survivability considerations.

5-49. Due to the size and signature of the TSC MCP, traditional survivability means of mobility, camouflage, and concealment may not be enough. The TSC may have to sacrifice staff efficiency to increase survivability. U.S. enemies and adversaries are likely to use advanced technologies and tactics to identify and exploit system vulnerabilities, using the electromagnetic spectrum to conduct the attacks. Commanders must be prepared to operate in an environment with intentional electromagnetic interference.

5-50. The TSC CP generates physical, thermal, and communications signatures. Examples of physical signatures include vehicle traffic, containers, equipment such as generators, and disruptions to natural terrain patterns such as security emplacements. Groups of people and equipment produce heat signatures. Communications equipment including radios, satellites, and computers generate signatures at a wider range of frequencies and electromagnetic signatures.

5-51. The TSC may increase CP survivability by reducing the size of the deployed CP and not staffing all cells for 24-hour operations. However, the TSC must still be prepared to work in a communications-degraded environment. See FM 3-0 for additional discussion of operations with degraded communications. Survivability techniques include—

- Disperse units, graphic control measures, bandwidth management, operating tempo, and centralization or decentralization of critical assets as required.
- Maintain redundant communication, targeting, and collection assets.
- Develop procedures to transfer data and information both manually and verbally.
- Perform critical C2 and warfighting tasks through analog or manual operations.

- Establish "push versus pull" procedures to anticipate requirements when normal reporting is constrained.

COMMAND POST OPERATIONS

5-52. Units man, equip, and organize CPs to control operations for extended periods. Effective CP personnel use information systems and equipment to support 24-hour operations while continuously communicating with all subordinate, higher, and adjacent units.

INFORMATION SYSTEMS

5-53. CP operations are typically manned, equipped, and organized to enable the TSC to control sustainment operations for extended periods. Effective CP operations require the TSC to maintain communications with all subordinate, higher, and adjacent units using information systems and equipment to support 24-hour operations. Examples of systems the TSC uses include—

- GCSS-Army.
- Distributed Common Ground System-Army.
- Joint Capabilities Release and Joint Capabilities Release-Logistics transitioning to Joint Battle Command Platform and Joint Battle Command Platform-Logistics.
- Joint Medical Asset Repository.
- Defense MEDLOG standard support.
- Defense Medical Logistics Standard Support Customer Assistance Module.
- Digital Topographic Support System.
- Standard Army Ammunition System-Modernization.
- Transportation Coordinators' Automated Information for Movement System II.
- CP of the Future (commonly known as CPOF).

KNOWLEDGE MANAGEMENT AND INFORMATION MANAGEMENT

5-54. Knowledge management supports the C2 warfighting function and C2 through the transfer of knowledge between staffs, commanders, and forces. It aligns people, processes, and tools within an organization to distribute knowledge and promote understanding. Commanders apply judgment to the information and knowledge provided to understand their OE and discern operational advantages. All staff officers are responsible for knowledge management and ensure representation on the knowledge management working group for knowledge transfer and knowledge management procedures.

5-55. The TSC chief of staff is the senior knowledge management officer and advises the commander on knowledge management policy. The chief of staff directs the activities of each staff section and subordinate units to capture and disseminate organizational knowledge. The G-6 enables knowledge management by providing network architecture and the technological tools necessary to support content management and knowledge sharing. See ATP 6-01.1 for more information.

5-56. The TSC's battle command officer leads the knowledge management section and supports shared understanding, collaboration, and knowledge within the staff. This support includes digital and analog platforms. A key function is working with the CUOPS cell and operations centers to ensure C2 systems support knowledge management. A *command and control system* is the arrangement of people, processes, networks, and command posts that enable commanders to conduct operations (ADP 6-0).

5-57. The knowledge management section is the bridge between G-3 and G-6 that links operational and technical language. The knowledge management section facilitates and supports the G-3, while the G-6 is an enabler for the knowledge management section. The staff section ensures C2 systems support knowledge management.

5-58. Information management is the process of providing relevant information to the right person at the right time in a usable form to facilitate situational understanding and decision making. It uses procedures and information systems to collect, process, store, display, and disseminate information. It consists of relevant information and information systems. The computers (hardware and software) and communications directly

involved in C2 constitute the information system. The information systems used increase staff proficiency when information is disseminated to those who need to know. The G-3 and chief of staff develop the command information management plan, and the G-6 has responsibility for technical execution.

PROCESSES AND PROCEDURES

5-59. Processes are a series of actions directed to an end state. The TSC commander and staff utilize the operations process, the problem-solving process, the intelligence preparation of the battlefield process, and the knowledge management process to develop actions to achieve the desired end state. See ADP 5-0, ADP 6-0, and ATP 6-01.1.

5-60. Procedures are standard, detailed steps often used by staffs to describe how to perform tasks to achieve the desired end state. The TSC staff develops standardized procedures to govern actions within the C2 system to prioritize, direct, redirect, integrate, and coordinate sustainment functions effectively and efficiently. The use of standardized procedures and reporting processes reduces decision action cycle time and enables the efficient use of constrained resources in support of rapidly changing operational requirements. An example of standardized procedures is a CP SOP used to address often-used or repetitive operations or functions such as communications, reporting procedures, and report formats. Well-written and properly used SOPs enhance effective execution of tasks; the benefits of SOPs are numerous. They reduce training time, the loss of unwritten information, the commission of errors, the omission of essential steps or processes, and the time required for completion of tasks.

5-61. The TSC should distribute SOPs to task-organized units as well as multinational partners, if approved. SOPs that support standardization for multinational operations must comply with foreign disclosure policies and procedures described in AR 380-10. The TSC may provide SOPs to deploying units once the TSC is notified or activated for deployment and its subordinate units are identified. The most successful units follow and revise SOPs throughout training and mission execution. ATP 3-90.90 provides users with guidance for developing tactical SOPs for reference.

BATTLE DRILLS

5-62. Effective CP operations require frequent training that includes establishing and practicing staff battle drills. A battle drill is a collective action, rapidly executed without applying a deliberate decision-making process. CP battle drills are very similar to SOPs, but there is a key difference. Battle drills require an immediate response when the trigger is initiated for a given stimulus. For example, a CP will have a SOP that guides the execution of CP security operations. A battle drill will address the immediate actions required when reacting to an enemy attack when conducting security operations. See ATP 6-0.5 for examples of CP battle drills development and formats.

BATTLE RHYTHM

5-63. The TSC's normal battle rhythm and work schedule conform to mission requirements and coordination actions with the supported theater Army headquarters, subordinate units, and supporting units. Developing and managing the unit's battle rhythm is a key aspect of effective knowledge management. The unit's battle rhythm establishes various boards, bureaus, centers, cells, working groups, and planning action teams to assist the commander and staff with integrating the warfighting functions, coordinating activities, and making effective decisions throughout the operations process.

5-64. As directed by the commander, the chief of staff may extend or modify the battle rhythm and work schedule of the staff in accordance with operational requirements. Commanders and staffs integrate and synchronize numerous activities, meetings, and reports within their headquarters, with their higher headquarters, and with subordinate and supported units. These activities may be daily, weekly, monthly, or quarterly. An effective battle rhythm—

- Establishes a routine for staff interaction and coordination.
- Facilitates interaction between the commander, staff, and subordinate units.
- Facilitates planning by the staff and decision making by the commander.

5-65. The number of meetings and the subjects addressed depend on the situation and echelon. Many informal meetings occur daily within a headquarters. Examples of topics on a TSC's battle rhythm include the following:

- Operations synchronization meeting.
- Logistics synchronization meeting.
- Commander's update brief.
- Operations update and assessment.
- Sustainment boards.
- Knowledge management working group.

BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS

5-66. A key factor in maintaining operational awareness and enabling unity of effort is TSC participation in CCMD, theater Army, and subordinate JFC boards, bureaus, centers, cells, and working groups. Established on an as-required basis, these events and elements set policies and priorities, provide for improved integration and synchronization, and enable the effective flow of resources in support of operational objectives. These venues and organizations are defined in terms of roles, responsibilities, locations, and relationships in planning or execution documents. Coordination is essential as it—

- Ensures a thorough understanding of the commander's intent.
- Ensures complete and coherent staff actions.
- Avoids conflict and duplication by adjusting plans or policies before implementation.
- Operationally nests prioritization in a constrained environment (limited transportation or fiscal stewardship, for example).
- Considers all factors affecting the situation.

5-67. A commander at any echelon may establish boards, bureaus, centers, cells, and working groups, but these kinds of staff integrating elements are most efficient at the operational and strategic levels. For the theater Army, sustainment forums are established by the theater Army commander, chaired by the theater Army G-4, and the traditional coordinating staff may help guide and recommend the types and size. For many, the concept of boards, bureaus, centers, cells, and working groups and their interaction in support of commander decision making can be confusing. The chief of staff must continually reinforce the value and necessity of this horizontal, cross-functional approach to include mandatory participation and support by the coordinating staff principals.

5-68. Examples of centers or teams that may form the nucleus of boards, bureaus, centers, cells, and working groups include the ERC and the TMCE. Establishing these groups is the most efficient way to integrate and synchronize the efforts of unified action partners such as DLA, USTRANSCOM, nongovernmental organizations, and HN suppliers.

5-69. Common examples of boards, bureaus, centers, cells, and working groups include the joint transportation board, deployment and distribution operations center, movement control center, subarea petroleum office, joint contracting support board, and the joint mortuary affairs office. JP 4-0 includes a more complete listing of joint logistics staff organizations.

5-70. In a joint operation, the theater joint transportation board normally comprises a staff element within the J-4 and may involve a number of functionally specific joint transportation boards or centers (such as a joint movements center and a JDDOC). The joint movement center's major responsibilities include the following:

- Planning theater transportation by land, sea, and air (excluding bulk liquid fuel that moves by pipeline).
- Allocating transportation capability available within the theater among the projected transportation tasks and components.
- Monitoring sea and air deployment and recommending changes to movement requirements.
- Monitoring container control activities of all joint force components. Managing transportation requirements that cannot be met at lower levels in the movement control system.

5-71. The theater Army commander may establish an Army transportation board to assist the theater joint transportation board in resolving contentious transportation issues within the command, such as allocating transportation capability among components for unit movement, non-unit movement, resupply, and disposal. In this example, the corps G-4 would be the lead Army transportation integrator for the JOA, and the G-4 would chair the boards required for the corps commander. See JP 4-0, Appendix B for more information about joint strategic and operational-level boards and centers. See JP 4-09, Appendix D for more information about the theater-joint transportation board.

5-72. The Army Enterprise System Integration Portal Hub provides asset visibility to sustainment commanders at all levels as part of the Army Readiness Common Operating Picture. The Commander's Actionable Readiness Dashboard provides the TSC and ESC staffs with a strategic to tactical view of logistics information affecting readiness. The Army Enterprise Systems Integration Program Hub provides balances reported by GCSS-Army, Logistics Modernization Program, Defense Property Accountability System, Joint Medical Asset Repository, Worldwide Ammunition Reporting System-Munitions History Program, Army War Reserve Deployment System, and other enterprise business systems. The Army Readiness Common Operation Picture provides sustainment commands the ability to see information at sufficient detail to enable customer queries using selection criteria which includes unit identification code, line item number, national item identification number, type authorization code, property book identification code, routing identifier code, source of supply, supply class, part number, ownership purpose code, project code, condition code/batch, Army command, country/state, present location, branch, component, as well as multiple other selectable filters. The Army Readiness Common Operating Picture is available to all Army Enterprise Portal Basic users.

5-73. The TSC may establish and chair boards, bureaus, centers, cells, and working groups to prioritize and synchronize Army requirements prior to attending CCMDs established boards. The TSC either attends board meetings or may establish an LNO if it is a center. Representation, chairing, and participation is resourced from within the TSC's internal assets, which may cause manning issues. The TSC may request additional staff capability to assist with functional boards.

5-74. TSC sustainers may consider establishing a board, center, or working group for—

- Any EA responsibility (for example, postal operations).
- Any lead Service responsibility (for example, transportation, mortuary affairs, or OCS).
- Supporting joint staff established centers, boards, and working groups by prioritizing Army requirements before attending the joint boards.

COMMON OPERATIONAL PICTURE

5-75. Commanders and staff develop a COP as required. The *common operational picture* is a display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command (ADP 6-0). Ideally, the COP is automated, requiring minimal manipulation by CPs. The COP is normally developed and maintained by the CUOPS cell. The TSC COP will be very similar to the theater Army COP with additional information the TSC commander requires. The DMC provides updated information to CUOPS for their use in updating the COP.

LOGISTICS SYNCHRONIZATION MATRIX

5-76. Logistics synchronization matrices assist commanders and staffs with ensuring assets are at the right place at the right time, nest with the scheme of maneuver, and provide the desired effects to the supported force. The logistics synchronization matrix provides key times, locations, and methods of executing logistics. It is a tool that helps logisticians coordinate and synchronize logistics operations.

5-77. The format of the logistics synchronization matrix depends on the commander's preference. It must be simple enough that the commander can review and understand it immediately and sophisticated enough for the DMC chief to use as a planning and synchronization tool. The format should tell supported units what to plan on receiving, when to plan on receiving it, and the method of delivery. It should enable the TSC commander, the DMC chief, and staff to identify and de-conflict potential problems.

5-78. The TSC interfaces with the strategic partners who are always finding new sources of supply or developing alternate delivery means. The synchronization matrix should be monitored and changed as requirements and operations change, and it must be shared every time it is updated. The TSC should consider maintaining an ongoing synchronization matrix due to continuously supporting shaping activities across the AOR.

5-79. Maintaining a synchronization matrix even when there is little activity within the AOR allows the commander and the staff to audition different formats. Preparing and maintaining the synchronization matrix also gets the staff in the habit of using the matrix as a means to track progress and timing of logistics operations. The organization of the CP will impact the synchronization matrix.

COMMAND POST ORGANIZATION

5-80. The recommended CP organization is based on the concept of matrix organizations. Staff cells are organized into five functional teams, organized by warfighting function, working together on a single line of effort or a common purpose. These are functional cells. This design facilitates the vertical integration of the staff elements in permanent or ad hoc organizations. Multiple lines of effort meet in three integrating cells as shown in figure 5-2 on page 5-14. The three integrating cells combine multiple functions and allow the commander considerable flexibility to integrate the operation by planning horizon or phase of the operation. A network and suite of C2 systems enhance the ability to plan and coordinate operations across these staff sections, cells, CPs, and echelons.

5-81. Special staff officers help commanders and other staff members perform their functional responsibilities. Typically, the battle roster distributes some special staff sections under a functional cell while other sections merge into one of the three integrating cells. The arrangement of responsibility between the chief of staff and the functional and integrating cells depends upon the mission variables. For example, the force development cell in the G-3 could be part of the commander's special staff during specific events. The commander delegates planning and supervisory authority over each special staff section to a coordinating staff officer or to the chief of staff. The entire staff may participate on temporary teams such as working groups and boards.

FUNCTIONAL CELLS

5-82. Functional cells coordinate and synchronize forces and activities by warfighting function. The functional cells provide a standardized method of vertically integrating closely related tasks. The TSC is not resourced for all functional cells but, the commander is responsible for ensuring all functions are executed either by the staff or coordinated with higher or adjacent units. This is a challenge for the TSC since the command does not have all warfighting functions represented on the staff. The commander assigns someone to focus on functions not organic to TSC.

5-83. The TSC is resourced with five functional cells: intelligence, movement and maneuver, protection, and two sustainment cells, that includes liaison with a fires cell. Elements from coordinating and special staff sections (and in some cases the personal staff) work within the functional cells. Most of the functional cells contain representatives from different coordinating and special staff sections; however, their activities fall within that warfighting function. The movement and maneuver function becomes the basis for the integrating cells under the overall supervision of the G-3. The functional cell descriptions below include recommendations of which TSC staff member could accomplish the tasks. Figure 5-2 on page 5-14 depicts the TSC functional and integrating cells.

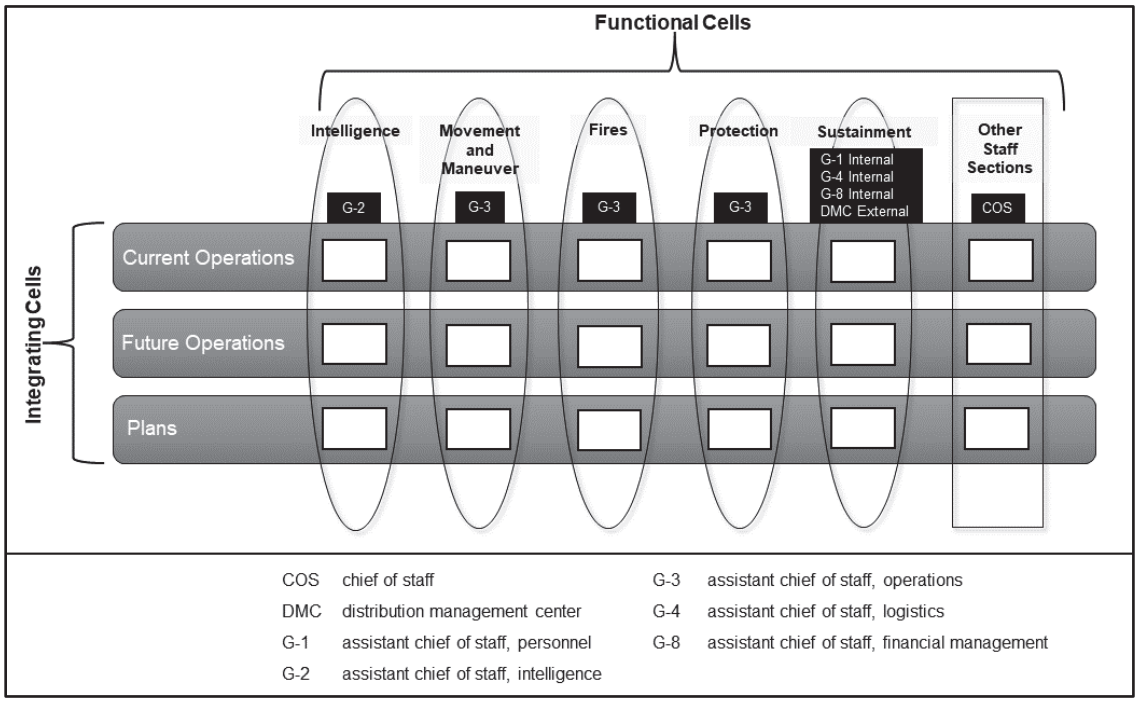


Figure 5-2. Functional and integrating cells

Intelligence Cell

5-84. The intelligence cell coordinates activities and systems that facilitate understanding of threats, terrain and weather, and other relevant aspects of the OE related to the operational variables, and how those variables affect sustainment across the theater. Throughout the operations process, the intelligence cell requests, receives, and analyzes information from multiple sources to produce and distribute intelligence products that provide increased situational understanding. Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationship among the operational and mission variables to facilitate decision making (ADP 5-0). The TSC G-2 section forms the core of this cell and is led by the TSC G-2 officer.

Movement and Maneuver Cell

5-85. The movement and maneuver cell coordinates activities and systems that move sustainment forces to achieve required mission support. Maneuver is the movement or relocation of sustainment units around the AOR in support of multidomain operations. Movement comprises the actions planned, coordinated, and synchronized by the DMC staff to transport assets and materials to supported units. The TSC CUOPS cell forms the core of the movement and maneuver cell with the DIB and transportation operations branch personnel. The TSC G-3 operations chief leads this cell.

Fires Cell

5-86. The fires cell coordinates, plans, integrates, synchronizes, and de-conflicts current and future for the employment and assessment of fires. The fires cell reviews target nominations for inclusion on the joint integrated prioritized target list, leads the targeting working group, and participates in the targeting board.

5-87. Once collected data is received, the fires cell inputs the data in the information collection plan and designates targets in coordination with the analysis and control element. Additionally, the cell participates in cyber electromagnetic activities working groups to de-conflict targeting and fires requirements with cyberspace, electromagnetic warfare, and space operations and to synchronize nonlethal effects through the

fires synchronization matrix. At a minimum, the fires cell must understand actions the theater Army G-3 fires cell is monitoring and be able to apply both lethal and nonlethal effects of those actions to sustainment operations. The fires cell must also understand the fires annex and have access to the fires plans for the AOR. See FM 3-12 for more information about cyberspace mission and actions and FM 3-14 for information on space effects.

PROTECTION CELL

5-88. The protection cell and protection-working group integrate and synchronize protection tasks and systems for each phase of an operation or major activity. The protection cell membership does not require representatives from every functional element of protection. However, dedicated members should coordinate with other personnel and special staff elements as required. Primary members of the protection cell typically include a personnel recovery officer, military police, CBRN officer, EOD officer, engineer officer, a representative from the surgeon section, and an antiterrorism officer. Commanders augment the team with other specialized personnel and unified action partner representatives depending on the OE and the unit mission. The protection cell—

- Determines likely threats and hazards from updated enemy tactics, the environment, and accidents.
- Determines vulnerabilities as assessed by the vulnerability assessment team.
- Establishes and recommends protection priorities.
- Reviews and coordinates unit protection measures.
- Recommends force protection conditions and random antiterrorism measures.
- Makes recommendations to commanders on protection issues that require a decision.
- Assesses assets and infrastructure designated as critical by higher headquarters.
- Synchronizes, coordinates, and integrates sustainment support for protection and contamination mitigation in CBRN environments.
- Synchronizes, coordinates, and integrates sustainment support for personnel recovery throughout the AOR.
- Coordinates personnel recovery measures supporting RSO.
- Assists the commander and staff with integrating and synchronizing the personnel recovery planning variables (task organization, C2, equipment, education, and training).
- Integrates personnel recovery requirements into plans, orders, SOPs, and staff products.
- Establishes a CBRN surveillance plan for sustainment nodes and assists in clean and dirty route management to prevent cross-contamination.
- Synchronizes, coordinates, and integrates force health protection.

SUSTAINMENT CELLS

5-89. The sustainment warfighting function cell usually has personnel from the G-1, G-4, G-8, and surgeon staff sections. The sustainment cell coordinates activities and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The TSC G-4 leads this cell. The TSC DMC forms the second sustainment cell, which is run by the SPO officer.

INTEGRATING CELLS

5-90. Like the functional cells, the integrating cells are matrix organizations established around core elements organized as components of the movement and maneuver functional cell. The TSC headquarters has three integrating cells: CUOPS, future operations, and plans. Each integrating cell coordinates and synchronizes forces and capabilities within a specified planning horizon or by phase of the operation. The planning horizons are short, mid, and long and correspond to the integrating cells. The timelines associated with planning horizons depend on the unit and operational and mission variables.

5-91. In general, planning horizons are points in time the TSC commander uses to focus the organization's planning efforts to shape future events. As a rule, the higher the echelon, the more distant the planning horizon with which each integrating cell is concerned. The TSC often plans within several different horizons simultaneously.

5-92. Planning too far into the future may overwhelm the capabilities of the planning staff, especially subordinate staff. Conversely, not planning may result in losing the initiative and being unprepared. Understanding this tension is essential to ensure the command focuses on the right planning horizon.

5-93. Commanders may use certainty as the variable to focus on subordinate planning efforts. A high degree of relative certainty provides the means for commanders and staffs to develop a conceptual basis for action, assign resources, and commit to a particular plan. Typically, the further away in time the event is, the lower the degree of certainty. In situations involving lower degrees of certainty, commanders focus on planning for several different possibilities. Programmed resources are not committed to a particular course of action or plan.

Plans Cell

5-94. The TSC plans cell is responsible for planning operations for the long-range planning horizon. The plans cell consists of a core group of planners and analysts led by the G-5 plans officer and includes all staff sections assisting as required. It prepares for operations beyond the scope of the current order by developing plans and orders, including branch plans and sequels. Beyond the mid-range planning horizon, the situation is too uncertain to plan for specific contingencies. TSC commanders develop broad concepts addressing a number of different circumstances over a longer time. This long-range planning allows them to respond quickly and flexibly to a broad variety of circumstances.

5-95. The plans cell focuses on development of CONPLANs and OPLANs in support of the CCDR's long-range campaign plan for the AOR. This plan includes a theater engagement plan, security cooperation activities, and supporting plans from each Service component. The plans cell works closely with the CCDR's plans directorate and the theater Army's G-5 in this parallel planning effort. The plans cell may conduct long-range planning for the ESC.

Future Operations Cell

5-96. The future operations cell is responsible for planning operations in the mid-range planning horizon. The future operations cell monitors CUOPS and determines implications for operations within the mid-range planning horizon. In coordination with the CUOPS integration cell, the future operations cell assesses whether to modify the ongoing process to achieve the current phase's objectives. Once the commander directs modifications to the operation, the future operation cell develops the fragmentary order necessary to implement the change. The cell consists of a core group of planners led by an assistant operations officer (the chief of future operations) and representatives from all staff sections as required.

5-97. Mid-range planning occurs when the TSC commander plans for several different possibilities without committing resources. Although units and resources are in the commander's plan, they do not physically reserve the resources for several projected circumstances under moderate certainty conditions. The future operations cell serves as the bridge between the plans and CUOPS integration cells.

5-98. Distinguishing between short-range and long-range planning horizons and assigning staff responsibilities for them is relatively straightforward. The planning horizon between them poses a greater challenge. Mid-range planning addresses contingencies within the current phase. Its time horizon may reach out days, weeks, or months, depending on the type of operation. Mid-range planning includes branch planning and refinement of long-range planning products. Figure 5-3 depicts the TSC plans cells and planning horizons.

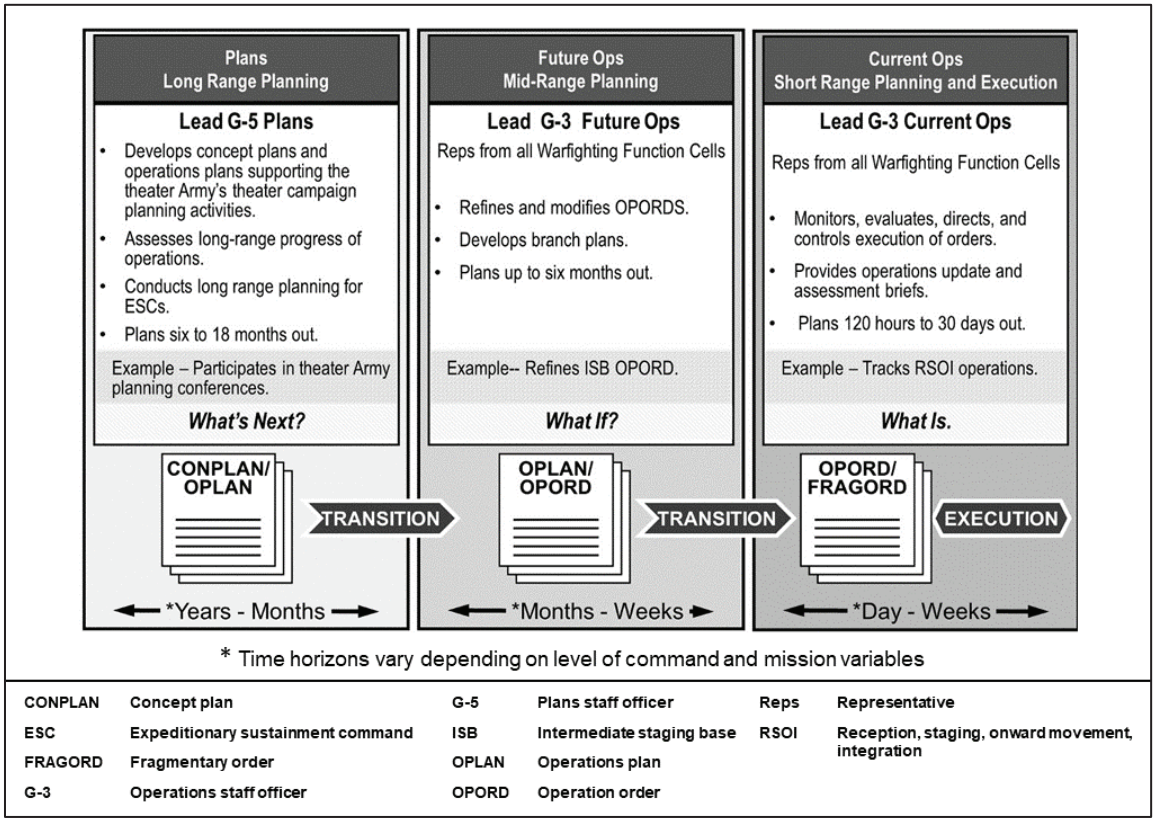


Figure 5-3. Plans cells and planning horizons

Current Operations Integration Cell

5-99. The TSC COIC is the focal point for operations execution. This involves assessing the current situation while regulating forces and warfighting functions in accordance with the mission, commander's intent, and concept of operations. The COIC displays the COP and conducts shift changes; drafts, publishes, and tracks OPORDs; manages the CCIR; and provides assessments and other briefings as required. It provides information on the status of operations to all staff members and higher, subordinate, and adjacent units. The operations synchronization meeting is the most important event in the battle rhythm in support of the current operation. The operations officer leads the COIC and is aided by an assistant operations officer. The COIC consists of personnel from each staff section and LNOs from subordinate and adjacent units either permanently or on call.

5-100. Short-range planning focuses on conditions of relative certainty. Short-range planning focuses on the immediate future, which may be hours or days. This planning occurs when TSC commanders can reasonably forecast events, assign resources, and commit to a particular plan. Short range planning directs the physical preparations necessary for action such as staging supplies, task organizing, and positioning logistics resources for execution. Who participates depends on the problem's complexity and available time. Short range planning results in the issue and execution of an OPORD or fragmentary order.

Plans to Operations Transition

5-101. The plans-to-operations transition is a preparation activity that occurs within the headquarters. It ensures members of the COIC fully understand the plan before execution. During preparation, the responsibility for developing and maintaining the plan shifts from the plans cell or future operations cell to the COIC.

5-102. This transition is the point at which the CUOPS cell becomes responsible for controlling execution of the OPORD. This responsibility includes answering requests for information concerning the order and maintaining the order through fragmentary orders. This transition enables the future operations section and the G-5 to focus their planning efforts on sequels, branches, and other planning requirements directed by the commander.

5-103. The TSC commander determines the planning horizons for the staff and provides staff guidance on how the transitions should occur. Active participation by the G-5, G-3, and support operations officer helps provide a sense of when transitions should occur. There is overlap between the planning cells as units progress through the phases of an operation. This may cause confusion if the staff does not clearly understand the commander's guidance. The following paragraphs provide an example of the plans-to-operations transition through large-scale combat operations.

5-104. During operations to shape, the G-5 staff, with the support of an operation planning team element, prepares the TSC portions of the theater Army's theater campaign concept of support plan. These plans support the CCDR's theater engagement, security cooperation, and contingency plans. The training section of the G-3 may plan exercises and readiness tests, while the COIC monitors exercises, deployment, and redeployments in progress.

5-105. The priority of the theater Army during operations to prevent is to set the theater. The G-5 focuses on refining contingency plans and develops plans and requests for forces for the transition to consolidate gains and redeployment. The mid-range planning cell (led by the G-3 future operations section and joined by members of the DMC and other staff sections) begins activities that support setting the theater. The staff ensures the identity of authorized ports and reviews deployment orders to ensure the appropriate sustainment forces are task-organized and sequenced to support large-scale combat operations. The mid-range planning cell is coordinating with the inbound ESC. The CUOPS cell is actively monitoring RSO, airlift, and sealift flow.

5-106. In large-scale combat operations, the plans cell will be refining operations to consolidate plans and preparing initial estimates for the transition to stabilization and post-campaign posture. The COIC will control in-theater activities such as RSO and sustainment activities as well as establish direct liaison authorities between deploying Army headquarters. The chief of staff reorganizes the staff to obtain the necessary LNOs and planners from supporting organizations while adjusting the priorities for the integrating and functional cells. The chief of staff also determines the individual augmentation requirements for the staff and ensures that requests for additional personnel go to the theater Army.

Appendix A

Sustainment Preparation of the Operational Environment

Sustainment preparation of the OE is executed by sustainment planners and staffs to provide a basis for developing sound sustainable plans. This analysis allows the commander and staff to better visualize the OE and see how conducive the OE is to sustaining military operations.

OVERVIEW

A-1. Sustainment preparation of the OE is a continuous shaping activity. TSC and ESC sustainment planners analyze the OE to refine or update sustainment estimates and minimize impacts on the Army's ability to sustain a commander's operations plan. It identifies friendly resources (HN support and accessible commercial assets) or environmental factors (endemic diseases, climate) that could impact sustainment. The process is generally conducted in parallel with intelligence preparation of the battlefield.

A-2. Sustainment planners' analysis products cover such topics as selection of lines of communications, determination of operational stock assets, and design of a distribution network and information technology infrastructure for the theater area or JOA.

A-3. The sustainment preparation of the OE process consists of three steps. Each step of the process has inputs, sub-steps, and outputs that eventually lead to a better understanding of the situation and facilitate the next step. The three steps of the process are:

- Define the operating environment.
- Describe the physical environmental impacts on operations.
- Evaluate resources available.

These steps are synchronized with IPB and are part of mission analysis during MDMP (this is shown in figure A-1).

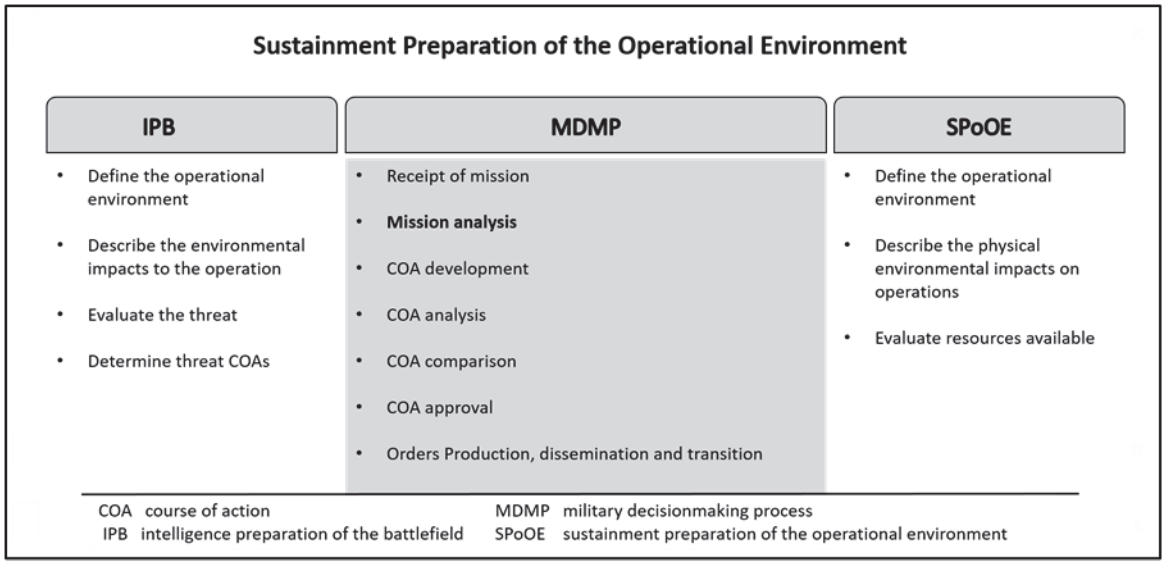


Figure A-1. Sustainment preparation of the operational environment process overview

STEP 1: DEFINE THE OPERATIONAL ENVIRONMENT

A-4. During step 1 of the sustainment preparation of the OE process, sustainment planners identify for further analysis the characteristics and activities within the OE that may impact sustainment operations. The OE is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Commanders at all levels have their own OEs for their particular operations. An OE for any specific operation comprises more than the interacting variables that exist within a specific physical area. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact conditions and operations. Thus, each commander's OE is part of a higher commander's OE.

A-5. Understanding the specific OE in each situation is essential to the successful execution of deployment and sustainment operations conducted in support of GCC objectives. Analysis of a particular OE is framed in the context of political, military, economic, social, information, infrastructure, physical environment, and time relationships across the air, land, maritime, space, and cyberspace domains. This analysis provides relevant information essential to understanding any given OE. For more information on political, military, economic, social, information, infrastructure, physical environment, and time considerations, see FM 5-0.

A-6. Defining the OE identifies significant characteristics that can affect friendly and threat operations and gaps in current sustainment capabilities. Each step of the sustainment preparation of the OE has inputs, sub-steps, and outputs. The outputs lead to an increased understanding of the situation and facilitate the next step of the sustainment preparation of the OE process. See figure A-2.

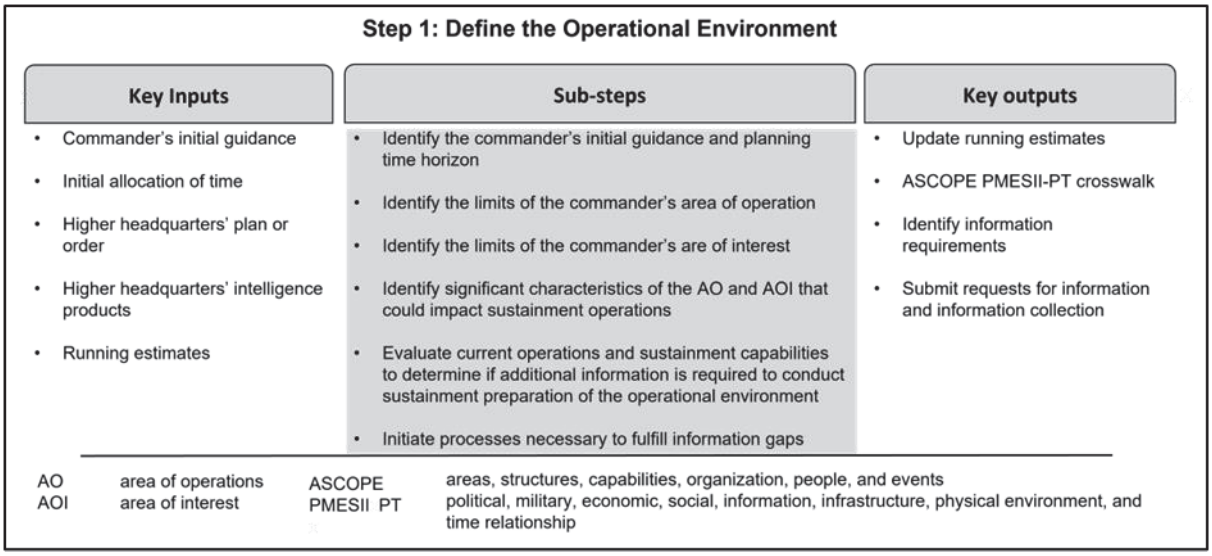


Figure A-2. Define the operational environment

A-7. Sustainment planners identify the significant characteristics of the OE by conducting a crosswalk of civil considerations (area, structures, capabilities, organization, people, and events) with operational variables (political, military, economic, social, information, infrastructure, physical environment, and time). This facilitates the categorization of information associated with the OE that is relevant to sustainment operations. The following factors of the OE should be considered when conducting the process: geography and environment, supply and services, transportation, maintenance, HSS, personnel services, general skills, Army pre-positioned stocks, banking and economy, OCS, facilities, and agreements with other nations.

OUTPUTS FROM STEP 1 OF THE PROCESS

A-8. The following sustainment preparation of the OE process products are developed or updated based on defining the OE:

- Civil considerations to operational variables crosswalk.
  - Area, structures, capabilities, organization, people, and events.

  - Political, military, economic, social, information, infrastructure, physical environment, and time.
- Updated running estimates.
- Information requirements.
- Request for information.

STEP 2: DESCRIBE THE PHYSICAL ENVIRONMENTAL IMPACTS ON SUSTAINMENT OPERATIONS

A-9. Environmental conditions contribute greatly to the fog and friction of war and can be equally as devastating to operations as enemy activities. Environmental conditions can disrupt the flow of sustainment and significantly degrade the ability to conduct and sustain operations. In some instances, they can halt resupply and combat operations can altogether. Although many environmental conditions are unavoidable, thorough planning and the consideration of contingency and branch plans can improve flexibility and lessen the impact on operations. Sustainment planners utilize environmental planning factors in conjunction with consumption rates to determine how the significant characteristics of the OE impact each sustainment function and class of supply. Sustainment planners may need to modify standard planning factors based on unique conditions associated with a specific operation or AO. Figure A-3 depicts the second step in the process.

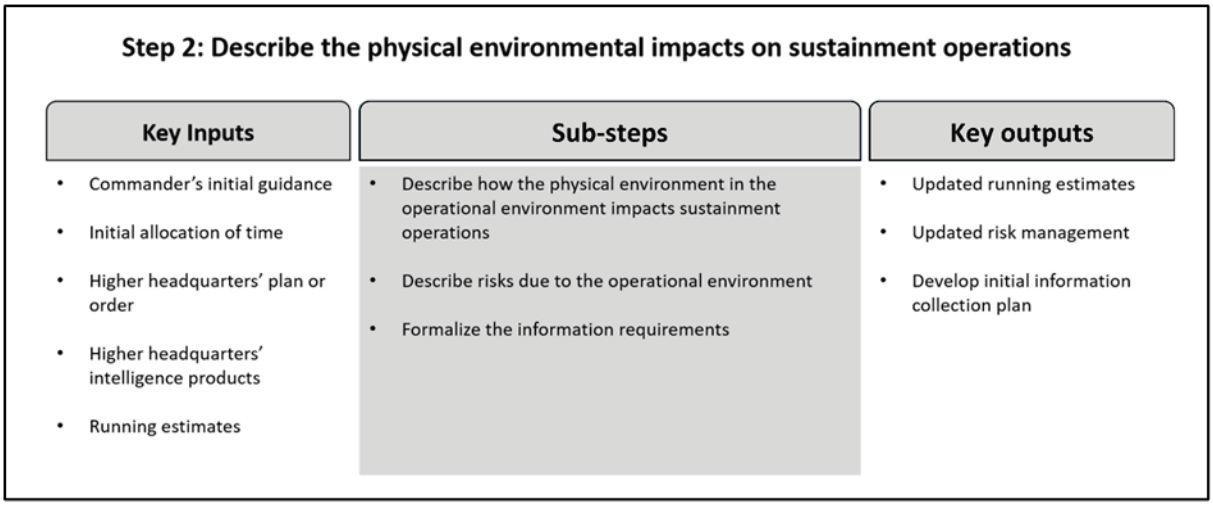


Figure A-3. Describe how the operational environment impacts operations

OUTPUTS FROM STEP 2 OF THE PROCESS

A-10. The following sustainment preparation of the OE process products are updated and developed based on the analysis of the OE:

- Updated running estimates.
- Updated risk management.
- Develop initial information collection plan.

STEP 3 EVALUATE RESOURCES AVAILABLE

A-11. Sustainment planners must have detailed knowledge of resources available within the OE in order to plan for and successfully execute sustainment operations. During step 3, sustainment planners evaluate these resources to assess their capability, capacity, and limitations to provide sustainment support. The resources available in the OE are broken down into two primary categories: available support from unified action partners and infrastructure. Figure A-4 on page A-4 depicts the third step in the process.

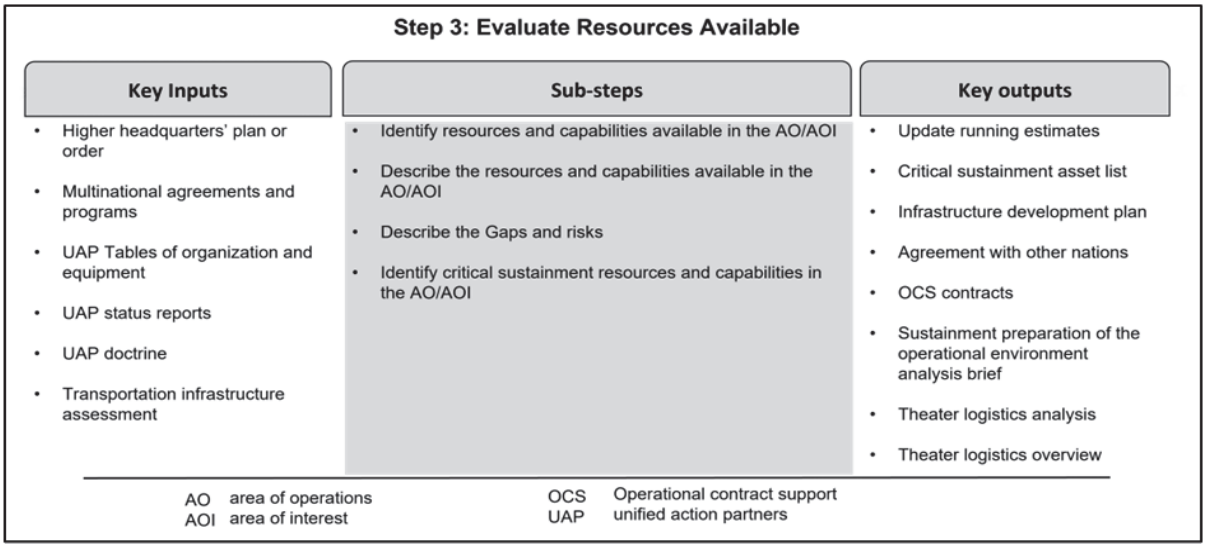


Figure A-4. Evaluate resources available

A-12. To understand the capability and capacity of unified action partners to provide sustainment support, sustainment planners analyze their organizational structure and characteristics such as composition, disposition, strength, combat effectiveness, doctrine and tactics, command and support relationships, electronic technical data, capabilities and limitations, historical data, and current operations.

A-13. Sustainment planners evaluate the infrastructure in the OE to determine distribution capabilities, capacities, and limitations. Sustainment planners conduct infrastructure analysis of transportation nodes and the transportation networks linking them with each other and to the interior. Sustainment planners must assess the characteristics of transportation nodes to determine their capacity and if that capacity is capable of supporting the estimated workload required to support military operations. Infrastructure characteristics such as the number and size of berths at a seaport, water depth, size of staging areas, the number of aircraft on the ground at one time, personnel and materials handling equipment for terminal control, loading and unloading, and commercial utilization drive infrastructure assessments that identify throughput capacity.

OUTPUTS FROM STEP 3 OF THE PROCESS

A-14. The following products are developed or updated based on the evaluation of friendly forces.

- Updated running estimates.
- Critical sustainment asset list.
- Infrastructure development plan.
- Agreements with other nations.
- OCS requirements.
- Sustainment preparation of the OE analysis brief.
- Theater logistics analysis.
- Theater logistics overview.

Appendix B

Non-Unit Related Personnel Replacement Operations

This appendix discusses a theater Army non-unit related personnel replacement operations system within large-scale combat operations.

OVERVIEW OF NON-UNIT RELATED PERSONNEL OPERATIONS

B-1. Non-unit related personnel (NRP) replacement operations deliver personnel from designated points of origin to their ultimate destination. NRP include civilian and military personnel who are equipped and deployed to fill critical shortages in support of large-scale combat operations.

B-2. The theater Army G-1/AG leads planning for NRP replacement operations. The G-1, in coordination with the theater Army surgeon, forecasts casualty estimates, killed in action, wounded in action, missing in action, and prisoners of war during military operations. The theater Army HROC, a supporting organization under the theater Army G-1/AG, works with the TSC staff to ensure the timely delivery of replacements to support the commander's priorities. Together, they develop a framework for executing NRP replacement operations in theater. Figure B-1 below depicts a notional NRP replacement operations framework.

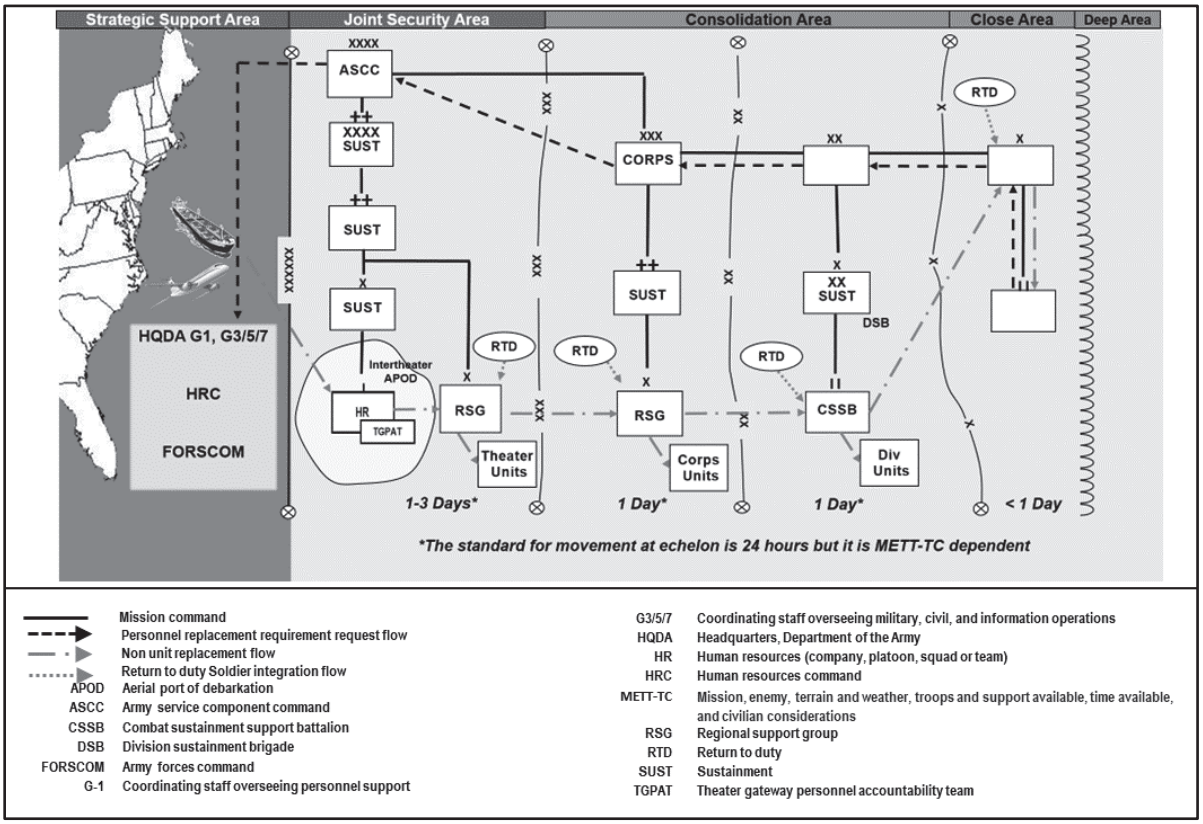


Figure B-1. Notional non-unit related personnel replacements operations framework

NRP REPLACEMENT FUNCTIONS

B-3. Successful theater NRP replacement operations require the synchronization of functions planned, coordinated, integrated, and executed by the sustainment enterprise. These functions include, but are not limited to, the following:

- Provide C2 over NRP replacements.
- Record personnel data within the personnel accountability theater database, the by-name management of the location and duty status of all NRP replacements assigned or attached, and the tracking of their movement to their units of assignment.
- Provide approved NRP replacement priorities to the TPOC.
- Provide essential personnel services to NRP replacements.
- Determine NRP replacement priorities (based on G-3 priorities) in support of the operational plan.
- Coordinate and synchronize medical care for NRP replacements in transit to their units of assignment.
- Provide base life support to NRP replacements while in transit to their units of assignment.
- Develop a theater distribution plan in support of NRP replacements.
- Coordinate NRP replacement movement plans with the TSC DMC.

NON-UNIT RELATED PERSONNEL REPLACEMENT RESPONSIBILITIES

B-4. Strategic-level HR support centers on shaping and implementing effective military and civilian HR policies and programs that build sustained personnel readiness across the Army. Army policy and guidance assign responsibilities for managing and filling the Army's manning requirements during war, crisis, and national emergencies. In addition, it delineates the mobilization and replacement requirements necessary for filling these requirements.

B-5. The HQDA, G-1 serves as the senior Army policy proponent for Army replacement operations, including NRP replacements, military manpower mobilization, and personnel policy consistent with law, regulations, and policy. The Deputy Chief of Staff, G-1 develops guidance and policy for NRP replacement operations and directs the HRC to implement NRP replacement distribution and assignment actions to support wartime replacement operations.

HEADQUARTERS, DEPARTMENT OF THE ARMY, DEPUTY CHIEF OF STAFF, G-1

B-6. The HQDA Deputy Chief of Staff, G-1 Directorate of Military Personnel Management establishes individual replacement policy; HRC implements the policy. That policy guides the development of individual replacement plans for each established theater of operations based on estimates and replacement requirements developed and approved by CCDRs.

B-7. Once an approved operational plan is received and ready for execution, the Deputy Chief of Staff, G-1 directs the HRC commanding general to implement NRP distribution and assignment actions that will support wartime replacement operations as soon as practical. The G-1 will also coordinate with the G-3/5/7 and the FORSCOM commanding general to develop NRP replacement plans, estimates, and HR life cycle for the operations of the CONUS Replacement Centers.

HEADQUARTERS, DEPARTMENT OF THE ARMY DCS G-3/5/7

B-8. The HQDA, Deputy Chief of Staff G-3/5/7 determines manpower sourcing designating levels of authorized fill for all Army units to include a minimum and maximum acceptable level of fill. In addition, the G-3/5/7 establishes prioritization for sourcing replacement personnel to the national providers (HRC, ARNG, United States Army Recruiting Command, TRADOC, and FORSCOM) for NRP or unit replacements, and publishes the authority for the flow of NRP personnel in support of the CCDR's OPLAN and time-phased force and deployment data.

U.S. Army Human Resources Command

B-9. HRC is the U.S. Army's manning enterprise that sets conditions for the Army by distributing personnel in accordance with Army policies, priorities, and readiness objectives to build and preserve unit and Service-level readiness. HRC also supports the ARNG and the United States Army Reserve in managing the Selected Reserve.

B-10. As a proponent of the HQDA Deputy Chief of Staff, G-1, HRC is tasked with executing career management, sustainment, distribution, and transition of personnel to optimize Army personnel readiness and has a direct role in implementing NRP replacement operations as directed by the Deputy Chief of Staff, G-1. The HRC NRP replacement functions include, but are not limited to, the following:

- Implement NRP distribution and assignment actions.
- Execute the Army's wartime NRP operations.
- Manage personnel replacement operations.
- Issue assignment instructions or levy Army commands, ASCCs, and direct reporting units for NRP Soldiers and civilians.
- Implement an NRP status reporting system with activated CONUS Replacement Centers.
- Coordinate with the supported ASCC to obtain an updated listing of all manpower requirements for that OPLAN.

OVERVIEW OF OPERATIONAL-LEVEL SUPPORT

B-11. Human resource policies and procedures specific to NRP replacement operations are planned at the strategic level and executed at the operational level. The ASCC is the highest operational-level organization responsible for implementing NRP replacement operations based on Army regulations. Sustainment commands, such as the TSC, are accountable for executing NRP replacement operations to facilitate the flow of NRP replacements into the theater.

B-12. The synchronization between the theater Army HROC and the TSC TPOC staff is key to coordinating and executing necessary training, C2, and distribution of NRP replacements to their assigned units are paramount to successfully supporting the CCDR's OPLAN.

Theater Army G-1/AG

B-13. The theater Army G-1's primary function is to plan and prioritize HR support in conjunction with the HROC to maximize force readiness and operational capabilities within the theater. Specific G-1 responsibilities for NRP replacement operations center on planning and guiding replacement priorities, personnel distribution management, and providing essential personnel services to NRP replacements.

B-14. The theater Army G-1 assigns specific NRP replacement operations support tasks to the TSC for coordination and synchronization of feeding, billeting, limited supply, finance, personnel accountability, HSS, battlefield orientation, and transportation of replacements to their assigned units. Due to limited organic support force structure, the G-1 should collaborate with the theater Army G-3/5/7 and G-4 to help plan for potential issues affecting NRP replacement operations.

Human Resources Operations Center

B-15. The theater Army HROC is assigned to the theater Army headquarters and headquarters battalion. The HROC plans, coordinates, integrates, and synchronizes theater-level casualty reporting; manages the hierarchy of the deployed database; assists with replacement planning, prioritization, and strength management; and provides additional planning capacity and oversight.

B-16. The HROC conducts replacement planning and prioritization coordination for replacements throughout the AOR and with lower echelon units. As part of the deliberate planning process, the HROC assists the theater G-1/AG and HRC in the development of replacement plans in accordance with Army manning guidance. For further details, see chapter one of this publication.

THEATER ARMY G-3/5/7

B-17. The theater Army G-3/5/7 is responsible for synchronizing and coordinating the command's current and future operations. The G-3/5/7 works in conjunction with the theater Army G-1 to review, assess, and validate unfilled manning requirements and manage NRP replacements based on commanders' replacement priorities.

B-18. The theater Army G-3/5/7 plans the RSO process and collaborates with the force development branch to plan for force integration and manpower allocation of NRP replacements according to the CCDR OPLAN.

THEATER ARMY G-4

B-19. The theater Army G-4 is the principal staff officer for sustainment plans and operations. The G-4 sets the sustainment priorities and is ultimately responsible for planning sustainment support for NRP replacement operations. The G-4 participates in the theater Army commander’s planning process and develops the sustainment support concept based on the theater Army G-3/5/7 operations concept. This support concept is included in the theater Army OPORD as annex F and is communicated to the TSC through the order dissemination process.

B-20. The G-4 leads the sustainment functional cell and synchronizes input from the theater Army G-1 and surgeon to estimate casualty, replacement, return to duty, transportation, and life support requirements. The G-4 integrates NRP replacement operations within the theater concept of support. Other responsibilities of the G-4 include—

- Assisting the G-3 with coordinating main supply routes and logistics support areas.
- Coordinating limited equipment support for NRPs.
- Conducting sustainment preparation of the OE and identifying potential NRP issues.

ASCC SURGEON

B-21. The ASCC surgeon is a theater-level officer and member of the commander's personal and special staff. The theater Army surgeon plans AHS support through the assigned MEDCOM (DS). The MEDCOM (DS) provides input into the casualty estimation process and estimated RTD rates. For further details, see FM 4-02.

TSC COMMANDER

B-22. The TSC commander visualizes the logistics support required for operations and describes that vision to subordinate commanders for execution. The TSC commander is responsible for planning and executing operations of the theater ports of debarkation and the theater distribution network to ensure the flow of cargo and forces into and through the theater. The TSC supports NRP replacements going through the RSO at the theater level based on GCC guidance. Consequently, it may be involved in resolving theater-level issues with HN, joint, interagency, multinational, commercial, and private organizations in the negotiations for joint use of assets available.

TSC ASSISTANT CHIEF OF STAFF, G-3/5/7

B-23. The ACOS, G-3 is responsible for preparing broad planning guidance, policies, and programs for command organizations, operations, and functions. The G-3/5/7 staff section has four branches: CUOPS, future operations, training and exercise and force development. The G-3/5/7 future operations branch and the force development branch (manpower allocation and utilization) synchronize and coordinate replacement operations support efforts through the SPO section to facilitate unit deployments, RSO activities, and transportation for replacement operations through the distribution network. For further details on ACOS G-3/5/7, see chapter 2 of this publication.

TSC SUPPORT OPERATIONS OFFICER

B-24. The TSC SPO focuses on detailed planning for theater opening, theater distribution, and theater sustainment operations. The SPO is responsible for sustaining the force in accordance with ASCC/GCC

priorities and intent and supervises supply, maintenance, hazardous waste management, field services, transportation, and movement control activities that support the force and NRP replacement operations. The SPO integrates transportation and movement of units, supplies, and materiel into, within, and out of theater. The SPO provides this support through a DMC comprised of six subordinate branches: distribution plans and integration branch, transportation operations branch, materiel management branch (and its four subordinate sections), and the fuel and water branch.

TSC DISTRIBUTION MANAGEMENT CENTER

B-25. The DMC has primary responsibility for Army distribution management and manages all facets of transportation, including the effective use of surface and air transportation assets. It monitors the distribution of personnel movements across the AOR, ensures systems and processes are in place to monitor the flow of personnel, and provides the location of mode assets and movement along main supply routes. Because NRP replacements are transported through the distribution pipeline, cross coordination and synchronization between the movement controllers and the DMC's distribution integration and transportation operations branches are critical.

B-26. The DIB coordinates and synchronizes the movement of all personnel, NRP replacements, equipment, and supplies into and out of the AOR. In direct coordination with the DIB, the mobility branch comprises an air, land, and sea section responsible for allocating transportation assets against requirements, then coordinates directly with the MCB assigned to either the TSC or ESC. The MCB synchronizes all movements in the theater. The mobility branch also coordinates with joint and strategic partners to synchronize intertheater and intratheater deployment and distribution efforts and optimize intratheater distribution by employing all transportation modes available in the theater.

B-27. The DMC enables logistics commanders and staffs to synchronize distribution functions within an AO. Staffs establish and maintain the COP throughout the theater and monitor NRP replacement estimates through the Global Air Transportation Execution System. This system is the AMC aerial port of operations and management information system designed to support and provide ITV for cargo and passengers.

TSC Transportation Operations Branch

B-28. The mobility section of the transportation operations branch executes the controlling function for the physical movement of distribution. It is charged with maintaining liaison with the JDDOC, JTF-PO, HN transportation agencies, mode operators, and supported units. This branch also manages common-user land transportation assets (both U.S. and HN) and provides theater-level liaison to HNs for contracted assets.

B-29. The mobility section coordinates internally with the supply section of the materiel management branch and DIB for distribution management of all commodities to include NRP replacements and unit movements (RSO, redeployment, and retrograde). The mobility branch provides staff oversight of the development and implementation of the movement program executed by the MCB. It provides guidance, plans, policies, and staff supervision for replacement movements, which include theater route synchronization (both road and rail), distribution network design, and maneuver and mobility support OPLANs.

Boards, Bureaus, Centers, Cells, and Working Groups

B-30. The TSC may establish various boards or cells to focus the management of certain logistics functions. The most common of these are the movement board and distribution board. Distribution board participants may include the theater Army sustainment cell, DMC, sustainment brigade SPO, corps transportation officer, division transportation officer, and representatives from the MCB and movement control teams. These groups provide theater movement controllers with updates on distribution priorities, major unit moves, and a means to provide input concerning changes to main and alternate supply routes and area status. An ***alternate supply route*** **is a route or routes designated within an area of operations to provide for the movement of traffic when the main supply routes become disabled or congested (FM 4-01).** They provide an operational to tactical view of the theater movement program. When necessary, sustainment commands will establish boards to review daily distribution priorities for NRP replacements and resolve transportation asset conflicts. Movement boards, which support the distribution boards, should be conducted at all levels from theater to brigade whenever there is a requirement to validate transportation movement requirements against

transportation capabilities. Movement boards manage transportation policies, priorities, lines of communications status, convoy protection and synchronization, and transportation asset allocation to support theater distribution operations. For further details on boards, bureaus, centers, cells, and working groups, see FM 6-0.

TSC Theater Personnel Operations Center

B-31. The TPOC is a multi-functional organization (staff element) and theater-level center assigned to a TSC and is the key linkage between the TSC and the theater Army G-1/AG. The TPOC synchronizes replacement priorities with the sustainment community and supports effective support relationships at echelon.

B-32. The TPOC assists the TSC, and the theater Army G-1/AG as needed in managing current operational requirements and planning long and short-range external HR support operations across theater. It is an active participant in theater-level boards, bureaus, centers, cells, and working groups and coordinates support with the theater Army G-1, TSC DMC, theater gateway and ESC/sustainment brigade HROBs for theater-level reception, NRP replacement distribution, and meeting the theater Army's replacement prioritization. It monitors and analyzes projected personnel flow rates to resource and provide recommendation to position theater personnel accounting assets and ensures theater gateway personnel accountability team structures are established and resourced to perform personnel accounting and data integration as part of the RSO process. For further details on TPOC organization, see chapter 4 of this publication.

PLANNING FOR NRP REPLACEMENT OPERATIONS

B-33. While DA recruits, trains, and deploys individual replacements from CONUS, the theater Army assumes responsibility for delivering them to the right location once they arrive in theater. That delivery process, which involves moving personnel replacements through the theater distribution network, demands centralized planning and decentralized execution.

B-34. The theater Army G-1 supports this planning effort by monitoring personnel strength, projecting future requirements, and prioritizing replacements. The G-1 HROC will coordinate with the TSC and its assigned TPOC to integrate personnel movements within the theater concept of support. The TSC will synchronize NRP replacement operations as part of its larger operational responsibilities for theater distribution and sustainment.

B-35. At the TSC, the DMC analyzes requirements and capabilities to develop a feasible concept of support for every contingency. Most of this sustainment planning addresses the distribution network's ability to forecast and deliver commodities such as fuel, ammunition, and repair parts in support of the concept of operations. Personnel replacements will travel through the same distribution network as those commodities. However, unlike commodities, those replacements will need considerable support in transit.

B-36. The TPOC is the critical element for NRP operations within the DMC which plans, integrates, and sustains theater-wide HR support including early entry reception operations and coordinating personnel replacement priorities. The TPOC is replacing the Human Resource Sustainment Center organization. The TPOC coordinates with the theater Army G-1 HROC, manages a myriad of HR responsibilities, and anticipates NRP requirements to ensure synchronization with other sustainment priorities within the concept of support.

B-37. The TPOC plays an indispensable role in the planning phase of NRP replacement operations. Effective integration of NRP issues within the larger concept of sustainment requires TPOC planners to synchronize their efforts with other elements within the DMC. Because of the unique requirements involved in moving personnel, the TPOC should work closely with the TMCE to coordinate appropriate modes of transport for NRPs.

B-38. Other NRP replacement considerations include—

- C2.
- Personnel accountability.
- Emergency personnel services.
- Billeting.

- Transportation.
- Equipping.
- Medical support.
- Food service.
- Force protection.

B-39. Many of these issues impact the entire distribution network. The DMC staff should complete a troop-to-task analysis of these activities, anticipating requirements and allocating sufficient resources to address each function.

B-40. The size and scope of large-scale combat operations magnify the complexity of this planning. Replacements may arrive at several different APODs and move several hundred kilometers along multiple routes to reach their gaining units. In addition, these movements may include several modes of transportation and will likely involve multiple stops at intermediate staging bases, convoy support centers, and other nodes within the distribution network.

PREPARING FOR NRP REPLACEMENT OPERATIONS

B-41. Concurrent with the DMC's planning efforts, the TSC commander and staff initiate preparations designed to improve the likelihood of success. These include efforts to improve situational understanding, train and develop proficiency in critical tasks, task organize, integrate, position assigned forces, and, upon its completion, develop a common understanding of the plan. Situational understanding involves all of the factors in METT-TC (I). Successful replacement operations depend especially on the accuracy of casualty estimates and the volume of individual replacements expected to arrive in theater.

B-42. Commander and staffs must understand the network available to distribute NRPs, including modes of transportation, priorities of movement, lines of communication, nodes, and any factors such as inclement weather or enemy activity which might disrupt this network. Moreover, commanders and staffs must understand the resources necessary to manage this network, including organic military and civilian personnel and equipment, Reserve Component organizations deployed and assigned to the TSC, and the availability of commercial support to mitigate capability gaps.

B-43. Training and developing proficiency in replacement operations presents a greater challenge. Most TSCs have few organic sustainment units assigned to them on a routine basis and rely on HQDA to allocate necessary capabilities to support contingency operations. Because most Army sustainment capability resides in the Reserve Component, both the availability and geographic dispersion of these units limit their opportunities to train with their higher headquarters. Despite these limitations, the TSC headquarters can and should incorporate NRP replacement operations within its own training guidance and associated collective training program.

B-44. Deployment timelines will challenge the TSC staff's ability to task organize, integrate, and position arriving forces throughout its assigned AOR. The TSC still needs organic military forces to execute inherently governmental responsibilities such as C2, property accountability, and combat operations. However, commercial support can mitigate risks associated with the phased arrival of forces in theater by providing a wide variety of services ranging from transportation and construction to lodging, food service, and warehouse operations. Commercial support may also enable U.S. forces to shift their posture without exacerbating tensions in a crisis.

B-45. Because the TSC relies heavily on commercial support to accomplish its mission during large-scale combat operations, both the TSC staff and subordinate units must fully understand the OCS process. This process enables commanders to leverage commercial support in the conduct of military operations, but reliance on commercial support involves significant lead time and may severely limit the commander's flexibility. As a first step towards mitigating these limitations, commanders and senior staff should monitor the size and scope of existing contracts and develop the requirements packages necessary to contract for additional support if and when needed. For more information on OCS planning, see ATP 4-10.

B-46. Effective preparation should include confirmation briefs, rehearsals, actions to initiate sustainment and network preparations, pre-operations checks and inspections, and a comprehensive plans-to-operations transition brief to develop a shared understanding of the plan prior to execution. These measures are

especially important for NRP replacement operations, which depend on the performance of key individuals and teams located throughout the AO. The DMC must carefully supervise these preparations to synchronize the various organizations and teams involved in distributing replacement personnel.

EXECUTING NRP REPLACEMENT OPERATIONS

B-47. During large-scale combat operations, Army forces will confront challenges of time, distance, and speed against peer threats that will require the TSC to respond quickly to changes in the OE. The number of replacements arriving from CONUS will increase dramatically during armed conflict and will greatly expand the TSC's task organization to handle units arriving in theater. Key leaders should have mitigation plans in place to anticipate unforeseen events such as—

- Movement delays.
- Key personnel rotations in and out of critical roles.
- Maintenance issues.
- Alternate billeting for overflow.
- Enemy activity.
- Adverse weather.
- Accidents.
- Misunderstandings and surprise developments.

B-48. Some of these developments provide the commander with opportunities, while others create new challenges. Responding effectively requires situational awareness, effective communication, and decisive leadership.

SITUATIONAL AWARENESS

B-49. Effective NRP distribution depends on accurate situational awareness. Situational changes may dictate a need to change the plan. The DMC employs a number of tools including reports, running estimates, updates, and a COP to monitor the status of the theater distribution network. The COP includes various units, nodes, and lines of communications as well as the location and disposition of personnel, equipment and supplies moving through the network. Standardized templates and routine battle drills will help make the reporting process faster and smoother.

EFFECTIVE COMMUNICATION

B-50. Situational awareness within the DMC and across the TSC staff requires effective knowledge management and communication. That communication transmits information between headquarters, connects that information to decisions, and connects those decisions to action. Communication also enables coordination between higher and lower echelons and between neighboring units, and it provides the commander with the ability to direct and control activities. Enemy forces will target information networks during large-scale combat operations, and commanders and their staffs should train under conditions with degraded communications.

B-51. Within the command's established battle rhythm, regularly scheduled update briefings will provide the commander and the staff with current information and a forum in which to provide further guidance regarding the status of NRPs and other key commodities. This battle rhythm will also reinforce the value of timely and accurate reporting across the organization. Because time is one of the commander's most valuable resources, each staff section should conduct internal rehearsals until all briefers can summarize information in a clear, concise, relevant manner that supports effective decisions. Senior leaders should postpone or cancel these updates only as a last resort, because such changes negatively impact other coordination activities across the staff.

B-52. In addition to commanders' updates, the TSC SPO and chief of staff should coordinate and enforce a routine schedule of working groups and boards to maintain a shared understanding within the staff. Of these, the TSC distribution board will likely have the greatest impact on NRP replacement operations. The board is a grouping of predetermined staff representatives with delegated decision authority for a particular purpose

or function that meets periodically to update theater movement controllers on distribution priorities and major unit moves and provides a forum to identify changes to main and alternate supply routes and area status.

B-53. The TSC commander and staff need to participate in working group and board planning sessions hosted by higher headquarters such as the ASCC. Of these, the theater-joint transportation or joint movements control board may have the greatest impact on the speed, priority, and availability of transportation for NRPs and other commodities within the theater of operations. TSC representatives at these meetings need the seniority and the expertise to articulate and defend the TSC's requirements.

Decisive Leadership

B-54. Commanders make decisions based on accurate information, thoughtful recommendations, and a careful weighing of benefits and drawbacks. During combat operations, those conditions rarely exist, and commanders must act based on their judgment and the limited information available.

B-55. Development of a coherent commander's intent will provide subordinate leaders with the flexibility to take appropriate actions in the absence of specific guidance from higher echelons. Rehearsals and back briefs further reinforce this confidence across the command. Subordinates' initiative will become critical when weather or cyberattacks degrade electronic communications.

B-56. Many activities impacting NRP replacement operations will involve decisions regarding the forward movement of personnel from one node to the next. Enemy activity, inclement weather, and shifting priorities will influence these decisions. Commanders and their staffs should establish a clear set of CCIRs. CCIRs provide leaders with the timely information necessary to shift assets or redirect movements within the distribution network.

ASSESSING NRP REPLACEMENT OPERATIONS

B-57. The TSC commander assesses NRP replacement operations as part of a broader, ongoing assessment of the theater distribution network. To assess performance, the TSC staff, in coordination with the theater Army, will develop metrics that measure the network's precision, responsiveness, efficiency and robustness. Choosing the right metrics requires critical thought. Speed and capacity will indicate network efficiency, but not its effectiveness. Commodities or replacements delivered to the wrong location, for example, will waste considerable time and energy, and may prevent mission accomplishment. The best metrics provide the commander and the staff with a holistic view of the network while enabling leaders to identify and resolve the root cause of problems.

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The glossary lists terms for which ATP 4-93 is the proponent with an asterisk (*) before the term. For other terms, it lists the proponent publication in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ACOS	assistant chief of staff
ADCON	administrative control
ADP	Army doctrine publication
AFSB	Army field support brigade
AG	adjutant general
AHS	Army Health System
AMC	Air Mobility Command
AO	area of operations
AOR	area of responsibility
APOD	aerial port of debarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARNG	Army National Guard
ARSOF	Army special operations forces
ASCC	Army Service component command
ATP	Army techniques publication
C2	command and control
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CCP	contingency command post
COIC	current operations integration cell
CONPLAN	concept plan
CONUS	continental United States
COP	common operational picture
COR	contracting officer representative
CP	command post
CSB	contracting support brigade
CSSB	combat sustainment support battalion
CUL	common-user logistics
CUOPS	current operations
DA	Department of the Army
DAFL	directive authority for logistics

DCST	Defense Logistics Agency contingency support team
DFAS	Defense Finance And Accounting Service
DIB	distribution integration branch
DLA	Defense Logistics Agency
DMC	distribution management center
DOD	Department of Defense
DODD	Department of Defense directive
DODM	Department of Defense manual
DSCA	defense support of civil authorities
DTR	Defense Transportation Regulation
EA	executive agent
EOD	explosive ordnance disposal
ERC	expeditionary railway center
ESC	expeditionary sustainment command
FISC	finance support center
FM	field manual
FORSCOM	United States Army Forces Command
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, signal
G-8	assistant chief of staff, financial management
G-9	assistant chief of staff, civil affairs operations
GCC	geographic combatant commander
GCSS-Army	Global Combat Support System-Army
HN	host nation
HNS	host-nation support
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	Human Resources Command
HROC	human resources operations center
HSS	health service support
IED	improvised explosive device
ITV	in-transit visibility
J-4	logistics directorate of a joint staff
JDDOC	joint deployment and distribution operations center
JFC	joint force commander
JFLCC	joint force land component commander
JLOTS	joint logistics over-the-shore

JOA	joint operations area
JP	joint publication
JTF	joint task force
JTF-PO	joint task force-port opening
LCMC	life cycle management command
LNO	liaison officer
LOGCAP	Logistics Civil Augmentation Program
MCB	movement control battalion
MCP	main command post
MDMP	military decision-making process
MEDBDE (SPT)	medical brigade (support)
MEDCOM (DS)	medical command (deployment support)
MEDLOG	medical logistics
METT-TC (I)	mission, enemy, terrain and weather, troops and support available, time available, civil considerations and informational considerations
MLMC	medical logistics management center
MSC	Military Sealift Command
MTF	medical treatment facility
MTOE	modified table of organization and equipment
NRP	non-unit related personnel
OCONUS	outside the continental United States
OCS	operational contract support
OE	operational environment
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
PA	public affairs
RPAT	railway planning and advisory team
RSG	regional support group
RSO	reception, staging, and onward movement
SASMO	sustainment automation support management office
SDDC	Military Surface Deployment and Distribution Command
SIMLM	single integrated medical logistics manager
SOP	standard operating procedure
SPO	support operations
SPOD	seaport of debarkation
SSA	supply support activity
STB	special troops battalion
TACON	tactical control
TASMG	theater aviation sustainment maintenance group
TB	technical bulletin
TBX	transportation brigade (expeditionary)

TC	training circular
TMCE	theater movement control element
TPOC	theater personnel operations center
TSC	theater sustainment command
U.S.	United States
USAMC	United States Army Materiel Command
USC	United States Code
USTRANSCOM	United States Transportation Command

SECTION II – TERMS

administrative control

Direction or exercise of authority over subordinate or other organizations in respect to administration and support. (JP 1, Volume 2)

***alternate supply route**

A route or routes designated within an area of operations to provide for the movement of traffic when main supply routes become disabled or congested.

area of interest

That area of concern to the commander, including the area of influence, areas adjacent to it, and extending into enemy territory. (JP 3-0)

area of operations

An operational area defined by a commander for the land or maritime force commander to accomplish their missions and protect their forces. (JP 3-0)

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

asset visibility

Provides users with information on the location, movement, status, and identity of units, personnel, equipment, and supplies. (JP 3-35)

command and control

The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (JP 1, Volume 2)

command and control system

(Army) The arrangement of people, processes, networks, and command posts that enable commanders to conduct operations. (ADP 6-0)

command and control warfighting function

The related tasks and a system that enable commanders to synchronize and converge all elements of combat power. (ADP 3-0)

command post

A unit headquarters where the commander and staff perform their activities. (FM 6-0)

common operational picture

(Army) A display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. (ADP 6-0)

common-user logistics

Materiel or service support shared with or provided by two or more Services, Department of Defense agencies, or multinational partners to another Service, Department of Defense agency, non-Department of Defense agency, and/or multinational partner in an operation. (JP 4-09)

consolidate gains

Activities to make enduring any temporary operational success and to set the conditions for a sustainable security environment, allowing for a transition of control to other legitimate authorities. (ADP 3-0)

decisive action

The continuous, simultaneous execution of offensive, defensive, and stability operations or defense support of civil authorities tasks. (ADP 3-0)

defense industrial base

The Department of Defense, government, and private sector worldwide industrial complex with capabilities to perform research and development and design, produce, and maintain military weapon systems, subsystems, components, or parts to meet military requirements. (JP 3-27)

deployment

The movement of forces into and out of an operational area. (JP 3-35)

directive authority for logistics

Combatant commander authority to issue directives to subordinate commanders to ensure the effective execution of approved operation plans, optimize the use or reallocation of available resources, and prevent or eliminate redundant facilities and/or overlapping functions among the Service component commands. (JP 1, Volume 2)

distribution

The operational process of synchronizing all elements of the logistics system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander. (JP 4-0)

distribution management

Synchronizes and optimizes transportation, its networks, and materiel management with the warfighting functions to move personnel and materiel from origins to the point of need in accordance with the supported commander’s priorities. (ADP 4-0)

distribution manager

The executive agent for managing distribution within the combatant commander's area of responsibility. (JP 4-09)

early-entry command post

A lead element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational. (FM 6-0)

employment

The strategic, operational, or tactical use of forces. (JP 5-0)

force projection

The ability to project the military instrument of national power from the United States or another theater in response to requirements for military operations. (JP 3-0)

global distribution

The process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment. (JP 4-09)

host-nation support

Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. (JP 4-0)

information management

(Army) The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADP 6-0)

intermodal operations

The process of using multimodal capabilities (air, highway, rail, sea) and conveyances (truck, barge, containers, pallets) to move troops, supplies and equipment through expeditionary entry points and the network of specialized transportation nodes to sustain land forces. (ADP 4-0)

in-transit visibility

The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants), and passengers, patients, and personal property from origin to consignee or destination. (JP 3-36)

joint deployment and distribution operations center

A combatant command movement control organization designed to synchronize and optimize national and theater multimodal resources for deployment, distribution, and sustainment. (JP 4-09)

joint operations area

The airspace, land area, and maritime area defined by a combatant commander or subordinate unified commander, in which a joint force commander directs military operations to accomplish a specific mission. (JP 3-0)

local security

The low-level security activities conducted near a unit to prevent surprise by the enemy (ADP 3-90).

main command post

A facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations. (FM 6-0)

military decision-making process

An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

mission command

(Army) The Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation. (ADP 6-0)

mobilization

The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. (JP 4-05)

mode operations

The execution of movements using various conveyances (truck, lighterage, railcar, aircraft) to transport cargo. (ADP 4-0)

movement control

(Army) The dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize distribution flow over lines of communications to sustain land forces. (ADP 4-0)

movement corridor

A designated area established to protect and enable ground movement along a route. (ADP 3-37)

nongovernmental organization

A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 3-08)

operational area

An overarching term encompassing more descriptive terms (such as area of responsibility and joint operations area) of locations for the conduct of military operations. (JP 3-0)

operational contract support

The process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations. (JP 4-10)

operational environment

The aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational level of warfare

The level of warfare in which campaigns and operations are planned, conducted, and sustained to achieve operational objectives to support achievement of strategic objectives. (JP 3-0)

port of debarkation

The geographic point at which cargo or personnel are discharged. (JP 4-0)

point of employment

In distribution operations, a physical location designated by the commander at the tactical level where force employment, emplacement, or commodity consumption occurs. (JP 4-09)

point of need

In distribution operations, a physical location within a desired operational area designated by the geographic combatant commander or subordinate commander as a receiving point for forces or materiel, for subsequent use or consumption. (JP 4-09)

port opening

The ability to establish, initially operate and facilitate throughput for ports of debarkation to support unified land operations. (ADP 4-0)

redeployment

The transfer or rotation of forces and materiel to support another commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing. (JP 3-35)

***retrograde of materiel**

An Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship-to location, or point of disposal.

role

The broad and enduring purpose for which the organization or branch was established. (ADP 1-01)

running estimate

(Army) The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (ADP 5-0)

security assistance

A group of programs authorized by federal statutes by which the United States provides defense articles, military training, and other defense-related services by grant, lease, loan, credit, or cash sales in furtherance of national policies and objectives, and those that are funded and authorized through the Department of State to be administered by Department of Defense/Defense Security Cooperation Agency, which are considered part of security cooperation. (JP 3-20)

security cooperation

Department of Defense interactions with foreign security establishments to build relationships that promote specific United States security interests, develop allied and partner military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allies and partners. (JP 3-20)

shaping operation

An operation at any echelon that creates and preserves conditions for success of the decisive operation through effects on the enemy, other actors, and the terrain. (ADP 3-0)

stability operation

An operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (ADP 3-0)

supply chain

The linked activities associated with providing materiel from a raw materiel stage to an end user as a finished product. (JP 4-09)

support operations

The staff function of planning, coordinating, and synchronizing sustainment in support of units conducting decisive action in an area of operations. (ATP 4-92)

sustainment

(Army) The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

sustainment preparation of the operational environment

The analysis to determine infrastructure, physical environment, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan. (ADP 4-0)

tactical command post

A facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time. (FM 6-0)

theater closing

The process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities. (ADP 4-0)

theater distribution

The flow of personnel, equipment, and materiel within theater to meet the geographic combatant commander's missions. (JP 4-09)

theater of operations

An operational area defined by the combatant commander for the conduct or support of specific military operations. (JP 3-0)

theater opening

The ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system and sustainment bases, and to facilitate throughput for reception, staging, and onward movement of forces within a theater of operations. (ADP 4-0)

theater strategic level of warfare

The level of warfare at which combatant commanders synchronize with unified action partners and employ all elements of national power to fulfill policy aims within the assigned theater in support of the national strategy. (FM 3-0)

unified action

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1, Volume 1)

unified action partners

Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. (ADP 3-0)

unified land operations

The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape operational environments, prevent conflict, prevail in large-scale ground combat, and consolidate gains as part of unified action. (ADP 3-0)

unity of effort

Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization that is the product of successful unified action. (JP 1, Volume 2)

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Index

Entries are by paragraph number.

A

Army Contracting Command, 1-132

Army pre-positioned stocks, 1-4, 3-20, 3-21, A-7

B

boards, bureaus, centers, cells, and working groups, 5-66, 5-67, 5-68,5-69, 5-73, B-30, B-32

C

command post organization, 5-80

contracting support, 1-65, 3-78, 3-129

contractors, 1-32, 2-45, 2-48, 2-49, 2-95, 3-35, 4-144

D

dislocated civilians, 1-70, 1-72, 1-74, 1-75

distribution management center, 1-110, 2-70, 4-11, B-25

E

executive agent, 1-28, 1-52

expeditionary sustainment command, 2-53, 2-57

explosive ordnance disposal group, 2-88

F

finance support center, 1-15, 4-165

funds and resource management, 4-112

G

geography and environment, 3-10. A-7

H

health service support, 1-11, 1-14,1-133, 1-141

human resources operations branch, 2-7

human resources operations center, 1-8, 1-9, B-15

I

information network, 3-65, 3-66, B-50

information systems, 1-117, 2-6, 2-35, 3-66, 4-64, 4-95, 4-117, 4-156, 4-157, 4-158, 5-53

J-K

joint command for logistics, 1-51

joint enabling capabilities

command, 1-00

joint logistics over-the-shore, 2-84, 3-68, 3-69, 3-72

joint public affairs element, 1-103

joint task force-port opening, 1-99, 3-70

L

Logistics Civil Augmentation Program, 1-21, 1-30, 4-112

M

materiel management, 1-104, 2-41, 2-70, 4-1, 4-11, 4-51, 4-70, 4-121, 4-125, 4-127, 4-134, 4-137

medical command (deployment support), 1-143

medical evacuation, 1-22, 1-135, 1-137

medical logistics management center, 4-74, 4-172

Military Surface Deployment and Distribution Command, 1-89, 1-91

movement control battalion, 2-54, 2-81

multidomain operations, 3-82, 3-84, 3-110

N-O

non-unit related personnel replacement operations, B-1

P-Q

planning for non-unit related personnel replacement operations, B-33

planning to set the theater, 1-124, 3-7, 3-102

principles of theater distribution, 4-19

port opening, 2-83, 3-40, 3-67

project the force, 3-101

protection cell, 5-88

R

rapid port opening element, 3-70, 3-71

reception, staging, and onward movement, 1-46, 2-4, 3-75

redeployment, 3-124, 3-127

regional support group, 2-92

retrograde of materiel, 4-77, 4-97

S

set and maintain the theater, 1-1,1-62, 1-134

set and support the theater, 1-41, 3-26

strategic support area, 1-84, 1-87, 3-7

support to stability operations, 3-137

sustainment automation support management office, 4-156

sustainment cells, 5-83, 5-89

sustainment preparation of the operational environment, 3-4, A-1

sustainment support to operations
during competition, 3-87
during crisis, 3-94
during conflict, 3-106

T

theater Army human resources operations center, 1-8, 1-9

theater augmentation brigades and groups, 2-82, 3-111

theater distribution operations, 3-49, 3-75, 4-34, 4-52

theater distribution planning, 3-55

theater sustainment command, 2-1

transportation center (expeditionary rail), 2-72

Entries are by paragraph number.

U-V

United States Army Financial Management Command, 1-118, 4-166

United States Army Human Resources Command, 1-10, B-9

United States Transportation Command, 1-88, 1-91, 1-93, 1-100, 3-7, 3-53, 3-67, 3-70, 4-11, 4-20

W-Z

water support, 4-130

ATP 4-93
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