ATP 4-98

ARMY SUSTAINMENT COMMAND OPERATIONS

JANUARY 2025

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.
This publication supersedes ATP 4-98, dated 30 June 2021.

HEADQUARTERS, DEPARTMENT OF THE ARMY

This publication is available at the Army Publishing Directorate site (https://armypubs.army.mil) and the Central Army Registry Site (https://atiam.train.army.mil/catalog/dashboard).

Army Techniques Publication
No. 4-98

Headquarters
Department of the Army
Washington, DC, 06 January 2025

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Preface

ATP 4-98 provides basic doctrinal discussion on the organization and operation of Army Sustainment Command and its subordinate organizations.

The principal audience for ATP 4-98 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

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 Service members operate in accordance with the law of armed conflict and the rules of engagement. (See FM 6-27 for legal compliance.)

ATP 4-98 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

ATP 4-98 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of ATP 4-98 is the United States Army Combined Arms Center. The preparing agency is the is the G-3/5/7 Doctrine Division United States Army Combined Arms Support Command. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-CDF-MF (ATP 4-98), 2221 Adams Avenue, Fort Gregg-Adams, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.gregg-adams.tradoc.mbx.leee-cascom-doctrine@army.mil

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Introduction

Army Sustainment Command (ASC) is a subordinate command of United States Army Materiel Command (USAMC). It integrates and synchronizes the delivery of USAMC materiel enterprise capabilities to supported Army Service component commands, corps, divisions, and installations through the employment of its subordinate Army field support brigades, Army field support battalions, and logistics readiness centers. ASC provides equipment and materiel support to operational Army units wherever required in support of the Army's global power projection mission and assists with integrating Logistics Civil Augmentation Program capabilities into operations.

This Army techniques publication provides an overview of ASC's organizational structure and mission and describes how Army field support brigades, Army field support battalions, and logistics readiness centers provide access to USAMC's broad range of strategic-level support to build and maintain combat power.

ATP 4-98 contains four chapters and two appendices:

Chapter 1 provides an overview of USAMC and its subordinate lifecycle management commands.

Chapter 2 discusses ASC's role, functions, and the programs it oversees. It further discusses ASC support to the Army Reserve and Army National Guard.

Chapter 3 provides an overview of Army field support brigade operations and describes how they integrate and synchronize USAMC capabilities in support of operations.

Chapter 4 provides an overview of Army field support battalion operations and describes how they integrate and synchronize USAMC capabilities in support of operations.

Appendix A provides a framework for planning, developing, and publishing the Strategic Support Appendix.

Appendix B provides information on logistics readiness centers.

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Chapter 1
Mission Overview

ROLE OF UNITED STATES ARMY MATERIEL COMMAND

1-1. United States Army Materiel Command (USAMC) develops and delivers materiel readiness solutions to ensure globally dominant land force capabilities. Headquartered at Redstone Arsenal, Alabama, USAMC synchronizes and integrates the Army's total capabilities in support of the Chief of Staff of the Army's priorities and combatant command requirements. As the Army's lead materiel integrator, USAMC manages the global supply chain, synchronizing logistics and sustainment activities across the Army. See ATP 4-93 for additional information.

1-2. USAMC plans and coordinates expeditionary force contracting support operations, providing contracting support for deployed units and installation-level services, supplies, minor military construction, the Army organic industrial base, and common-use information technology hardware and software.

USAMC LIFECYCLE MANAGEMENT COMMANDS

1-3. USAMC provides logistics, technology, acquisition support, and selected logistics support to Army forces as well as USAMC-related common support to other Services and mission partners. This is accomplished principally through national-level maintenance and supply programs managed and executed by the life cycle management commands (LCMCs) placed under the operational control (OPCON) of Army field support brigades (AFSBs) when deployed. LCMCs are the USAMC organizations that have the responsibility to mobilize and deploy sustainment-level maintenance forward repair activities (FRAs) from continental United States (CONUS) LCMC depots and arsenals. LCMCs conduct theater-level contingency planning with USAMC, Army Sustainment Command (ASC), and theater sustainment commands (TSCs) during set-the-theater deliberate planning. These LCMCs include USAMC staff as well as related Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA[ALT]) program executive and program management offices. These LCMC and ASA(ALT) elements work together to ensure support for fielded weapon systems and equipment for their entire life cycle. Program executive office (PEO) and program management office (PMO) staffs often work in the same office or on the ground in the field along with LCMC item managers and other technical support personnel. The LCMCs are—

- United States Army Communications-Electronics Command (CECOM). This command develops, acquires, fields, and sustains Army communications systems. It provides significant technical support capabilities to deploying and deployed Army forces.
- United States Army Tank-Automotive and Armaments Command (TACOM). 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.
- United States Aviation and Missile Command (AMCOM). 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 and provides calibration materiel readiness.
- The Joint Munitions and Lethality Command. 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.
- United States Army Medical Logistics Command. This command is the LCMC for medical materiel. It executes the medical materiel management functions for combatant commands to set and sustain operational medical capabilities in all phases of large-scale combat operations. Core capabilities include: medical materiel storage and distribution; supply chain management and integration;

central management of contingency programs and prepositioned stocks; sustainment-level medical maintenance; industrial base partnerships; vaccine and medication storage and distribution; medical foreign military sales; and optical fabrication.

Chapter 2
Army Sustainment Command

ROLE OF ARMY SUSTAINMENT COMMAND

2-1. ASC is a major subordinate command of USAMC. 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 command and control to USAMC/ASC assets in theater and shape the logistics environment and help set the theater to accelerate force reception. Deployable logistics support elements (LSEs) 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. ASC 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, Army prepositioned stocks (APS), materiel management, and the Logistics Civil Augmentation Program (LOGCAP). ASC executes its LOGCAP mission through a global network of organizations to include the ASC staff, AFSBs, Army field support battalions (AFSBns), logistics readiness centers (LRCs), and LSEs embedded in units at the division and corps. See FM 4-0 for additional information on ASC.

SUPPORT OPERATIONS DIRECTORATE

2-2. The Support Operations Directorate executes program management for APS, LRCs, the Logistics Assistance Program (LAP), and second destination transportation and Joint Personal Property Shipping Office. It plans and directs sustainment operations and integrates and synchronizes readiness enablers including the Army Oil Analysis Program, Production Support Division, Army Airlift Clearance Authority, Army Petroleum Center, and the Packaging, Storage, and Containerization Center. It also conducts distribution and redistribution of Class VII and Class II durable items as the Army's lead materiel integrator to enable the readiness of the Army, the Army's power projection capabilities, and defense support to civil authorities. Additional Support Operations Directorate missions include—

- Support to exercises.
- Installation-level baseline logistic services.
- APS modernization.
- Model supply support activity (SSA).
- Central issuing facility storefront.
- Warrior Restaurant Program.
- Installation SSA reform.
- Army Oil Analysis Program.
- Authorized stockage list and integrated shop stock list development, implementation, and sustainment.
- Stock readiness compliance inspections.
- Class III(B) requirements validation and coordination with Defense Logistics Agency.
- Cadet summer training.
- Mobilization force generation installation (MFGI)/power projection platform.

LEAD MATERIEL INTEGRATOR

2-3. As USAMC's lead materiel integrator, ASC provides materiel readiness visibility and management, including property accountability and source of repair work loading. ASC's support operations (SPO) section executes materiel management and materiel distribution in support of the Army by coordinating the distribution and redistribution of Army equipment and intensively managed items in accordance with priorities and policies established by Headquarters, Department of the Army (HQDA). It also synchronizes the execution of SSA reorganization or closure and equipping requirements for the global components:

Component 1—Active Army, Component 2—National Guard, Component 3—Army Reserve, and Component 6—APS.

LOGISTICS ASSISTANCE PROGRAM

2-4. The LAP is a HQDA program executed by ASC that aids in the early detection and resolution of logistics-related problems affecting materiel readiness. The LAP provides commanders with the technical experience and guidance necessary to resolve weapon system, equipment, and systemic logistics problems. LAP representatives conduct logistics assessments to determine unit status and analyze historical trends to provide corrective and preventative measures for improving unit readiness. The program also provides equipment technical support and augmentative maintainer training to units and Soldiers. See AR 700-4 for further information on the LAP.

INSTALLATION LOGISTICS SUPPORT

2-5. ASC serves as a central sustainment enabler delivering installation logistics support that builds and maintains installation readiness. ASC's Transportation Readiness Directorate enables ASC and USAMC to accomplish strategic initiatives in installation readiness, strategic power projection, MFGI activities, and unit deployment readiness. It integrates and synchronizes USAMC transportation capabilities at the operational and tactical level, providing Installation Logistics Baseline Standards, unit deployment support, and execution of the Army's Second Destination Transportation Program. It is comprised of three divisions: the Second Destination Transportation Division, the Transportation Services Division, and the Mobility Division.

2-6. The Second Destination Transportation Division has four primary responsibilities: third-party payment system administration, transportation accounting code administration and management, centrally managed accounts, and operational mission transportation accounting code execution and management. It also conducts non-operational missions focused on Army post office mail, subsistence, transportation operations, and the Army and Air Force Exchange Service.

2-7. The Transportation Services Directorate maintains liaison and provides comprehensive guidance and transportation management policy, program guidance, and oversight to ASC personal property offices. It provides Army process support and guidance to United States Army Central, USAMC, and Department of Defense (DOD) joint Service personal property offices as required. It coordinates the Defense Personal Property Program (also called DP3) business rules with United States Transportation Command, Defense Finance and Accounting Service, and joint Service headquarters. It coordinates response, vetting, and routing for all Army joint travel regulation personal property exceptions to policy with HQDA for all Soldier and civilian entitlement issues received. It provides updates to HQDA Personally Procured Move and Army Mobilization and Deployment Reference required policy updates. The Transportation Services Directorate provides inventory management and acquisitions oversight for General Services Administration (GSA)-leased non-tactical vehicles between ASC subordinate organizations in accordance with Installation Logistics Baseline Standards and ensures vehicle requirements remain within regulatory guidance.

- **Personal Property/Household goods shipments:** The Transportation Services Division maintains liaison and provides comprehensive guidance and transportation management policy, program guidance and oversight to ASC personal property offices. It provides command oversight for Army personal property support manpower structure and functional requirements. It provides Army process support and guidance to USAMC and DOD joint Service personal property offices as required and coordinates Defense Personal Property Program business rules with United States Transportation Command, Defense Finance and Accounting Service, and the joint Service headquarters.
- **GSA non-tactical vehicle management:** The Transportation Services Division provides inventory management and acquisitions oversight for GSA-leased non-tactical vehicles between ASC subordinate organizations, ASC headquarters, USAMC, HQDA, and multiple Army commands. The division ensures support meets customer GSA-leased vehicle requirements and remains within regulatory guidance.
- **Freight-cargo operations:** The Transportation Services Division monitors and validates the accuracy of general freight shipments executed at the LRC level. It collaborates with transportation systems representatives (for example, Cargo Movement Operations System, known as CMOS, and

Transportation Coordinators Automated Information for Movements System II, known as TC-AIMS II) to resolve major transportation systems deficiencies. It also coordinates with Defense Transportation Tracking System operations supervisor, ASC Safety, AFSBs, and LRCs to reduce the number of satellite motor surveillance service shipments being reported by the National Industrial Security System Reporting Program.

- **Passenger travel operations:** This division distributes regulatory guidance and policy for commercial air requests and travel entitlements. It adjudicates policy issues with HQDA and Air Mobility Command and distributes Air Mobility Command Patriot Express information as received from United States Transportation Command. It also provides command-level oversight and advocacy for LRC centrally billed accounts processing support and commercial ground transportation processing.

2-8. The Mobility Directorate manages installation baseline service transportation node tasks (rail, highway, and air) that support deployment, redeployment, mobilization, and demobilization, known as DRMD, activities, primarily focused on supporting Global Force Management Allocation Plans. It conducts annual analysis of Global Force Management Plan transportation operational requirements to develop yearly budget requirements in support of operational plans and programs. This results in maximizing fiscal and time-constrained environments for transportation nodes. The Mobility Directorate also conducts reviews of Army transportation doctrine and policy and leads ASC's locomotive program across 11 CONUS installations.

ARMY PREPOSITIONED STOCKS

2-9. HQDA owns APS, which are managed by USAMC, Office of the Surgeon General, and the Defense Logistics Agency. These managing activities maintain, account for, and care for APS in storage worldwide. USAMC executes APS management through ASC. APS stocks include combat equipment, supplies, and humanitarian mission stocks located around the globe to support rapid power projection to contingency areas. APS reduces the initial amount of strategic lift required to support a predominately CONUS-based Army and sustain the deployed force until sea lines of communication are established. The release authority for APS resides with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, and HQDA G-3/5, and is coordinated by the requesting command through HQDA. When APS is authorized for release, the ASC SPO coordinates through the AFSB for the delivery and issue of major end items and limited secondary items from the APS program to the designated operational area when required by the theater Army. The designated AFSB assists in calling forward APS equipment before releasing the items to gaining units. At the port of debarkation or hand-off area, teams from the designated AFSBn transfer the equipment to the gaining unit with support from the theater opening elements.

2-10. The three categories of APS are:

- **Unit sets** include end items and support materiel configured for combat (to include authorized stockage list, shop stock, and unit basic load) that are positioned ashore and afloat to reduce deployment response time and support the Army's force projection strategy.
- **Operational project stocks** are comprised of materiel above normal modified table of organization and equipment, table of distribution and allowances (TDA), and common table of allowance authorizations. Operational project stocks are tailored to key strategic capabilities essential to the Army's ability to execute its force projection strategy and are designed to support one or more Army operations, plans, or contingencies.
- **War reserve stocks for allies** are directed by the Office of the Secretary of Defense to ensure the U.S. is prepared to assist designated allies in case of war. The U.S. owns and finances war reserve stocks for allies, and they are pre-positioned in designated forward locations. These stocks are released to the proper theater Army for transfer to the supported mission partners under provisions in the Foreign Assistance Act and under existing country-to-country memorandums of agreement.

LOGISTICS CIVIL AUGMENTATION PROGRAM

2-11. LOGCAP is an Army regulatory program that provides broad, contracted sustainment support to combatant command operations, coalition partners, interagency partners, and intergovernmental agencies where a military capability is not readily available. This includes providing the capability to provide sustainment and contingency access to operational response forces in support of combatant commands' forward staging bases and regional partners through cooperative security locations. Pre-awarded task orders

identify the scope and range of sustainment capabilities available for planning and execution of sustainment support that can be rapidly implemented. LOGCAP planners develop comprehensive sustainment plans to integrate strategic, operational, and tactical support into each operations plan and contingency plan to provide baseline requirements for integrating contractor sustainment into emerging events. LOGCAP is appropriate to facilitate mobilization and demobilization of Reserve Components, force projection, theater opening, establish theater distribution, and to sustain operations. These enabling contracted capabilities are available ahead of and during the deployment of sustainment forces into theater, filling the gap between Army Service component command (ASCC) sustainment capabilities and the arrival of forces into theater to conduct sustainment operations. Pre-planning and coordinating anticipated LOGCAP requirements with MFGIs is vital to facilitating large-scale Reserve force mobilization. See AR 700-137 and ATP 4-10.1 for further details on LOGCAP.

ADDITIONAL ASC PROGRAMS AND CAPABILITIES

2-12. ASC manages several additional programs and capabilities with expertise available through coordination with the AFSB:

- The Army Oil Analysis Program enhances combat readiness by extending the life of oil-wetted components, detecting impending failures early before catastrophic failure occurs.
- Stockage Determination Division, formally known as the Army expert authorized stockage list, generates and manages Army authorized stockage list stockage objectives worldwide. It is the sole source for authorized stockage list and integrated shop stock list development, implementation, and sustainment products worldwide, and it supports the Army supply system in an enterprise resource planning environment.
- The Army Airlift Clearance Authority validates challenges and controls all Army-sponsored air eligible cargo to support the joint warfighter. The clearance authority bridges the transportation and supply communities, providing tracing, green sheet/purple sheet support, special assignment airlift mission requests, and port liaison support.
- The Packaging, Storage, and Containerization Center improves and sustains Army readiness across the enterprise through logistics and engineering assistance for packaging, storage, hazardous materiel packaging and transportation, automatic identification technology, distribution facilities optimization, standardization, and packaging applications testing.
- The Production Support Division provides sustainment support and manages all Army DOD activity address codes, routing identifier codes, property book identification, and modifies and maintains the unit identification codes (UICs) and defense activity address codes in the Army Enterprise System Integration Program.

ARMY RESERVE AND ARMY NATIONAL GUARD SUPPORT

2-13. ASC partners with Army Reserve and Army National Guard units in support of the Army's multi-component sustainment solution. Reserve sustainment units integrate with ASC equities for training in support of large-scale mobilization and combat operations. Training opportunities include support to warfighter exercises, combat training center rotations, MFGI mobilization exercises, and other training on the HQDA Exercise Priority List.

2-14. These Reserve sustainment units can deploy an LSE in large-scale combat operations to provide planning, integration, and reach-back capabilities of USAMC and materiel enterprise capabilities. Reserve LSEs can be utilized both within and outside of CONUS in accordance with ASC priorities.

Chapter 3
Army Field Support Brigades

MISSION OVERVIEW

3-1. The AFSB's mission is to integrate and synchronize USAMC strategic capabilities (APS, LAP technical support, LRCs, strategic-level materiel management, sustainment maintenance, and LOGCAP) in support of ASCCs and corps. The AFSB and its subordinate battalions provide access to USAMC's broad range of strategic-level support to build and maintain combat power. The AFSB provides this support to the operational and tactical echelons of command in support of operations. The AFSB meets its mission requirements through its assigned and attached subordinate organizations in CONUS, or through theater AFSBs, USAMC reach-back/call forward capabilities, and contracted support outside of CONUS. Specific AFSB mission responsibilities include—

- Maintaining accountability of specified Army contractors authorized to accompany the force and other theater-designated contractor personnel in coordination with the supported units and contracting support brigade.
- Coordinating support from the national sustainment base, including expert advice and call forward assistance regarding readiness and sustainment.
- Integrating and synchronizing LOGCAP planning for the combatant command and ASCC staffs to manage cost, schedule, and performance tradeoffs and mitigate risk.
- Integrating and synchronizing LOGCAP and Enhanced Army Global Logistics Enterprise support at the strategic, operational, and tactical level.
- Managing APS to include off-loading and property accountability.
- Managing the LAP through attached AFSBns and other USAMC logistics organizations called forward.
- Commanding sustainment maintenance organizations deployed to the theater. These organizations include FRAs, combat vehicle evaluation teams, and equipment support activities.
- Identifying, storing, and coordinating the distribution/redistribution of designated enduring and excess non-theater-provided Class VII equipment in accordance with theater policies and procedures.
- Integrating (in coordination with the contracting support brigade commander) the ASCC-developed Annex W (operational contract support) into the overall AFSB support plan. The annex W appendices of 1) Contracting Capabilities and Capacities Support Estimate; 2) Contractor Management Plan; and 3) Summary of Contractor Support Estimate are key to ensuring operational contract support from requirements and contracting support to contractor management.
- Providing contractor supplemental maintenance capability for tactical unit equipment in an area of responsibility with maintenance support teams in forward areas.
- Providing ASCC, joint, and combined services with reimbursable contracted maintenance support.
- Synchronizing USAMC capabilities in support of defense support of civil authorities and humanitarian assistance and disaster relief.
- Requesting Joint Munitions Command quality assurance specialist (ammunition surveillance) support in coordination with ASCCs and TSCs.
- AFSBs will coordinate with materiel developers after a materiel fielding agreement is in place to establish outside CONUS staging sites. Refer to AR 770-2 for additional details. When supporting a field army, the AFSB and its subordinate battalions and call forward capabilities are dependent upon the support elements within the operational area for protection, health service support, signal support, religious support, legal support, financial management support, administrative support, and logistics services.

LOGISTICS CIVIL AUGMENTATION PROGRAM SUPPORT

3-2. A LOGCAP planning and integration capability (consists of a combination of civilian employees, contractors, and military personnel) is assigned to the TDA for each AFSB. The LOGCAP section performs

planning and analysis required to deliver plans for LOGCAP sustainment support to mitigate or fill identified capability gaps. It also develops requirements for execution through task order changes and monitors existing LOGCAP operations to achieve optimized outcomes. LOGCAP enables the Army commands to set the theater; conduct MFGI operations and force projection operations; theater opening; reception, staging, onward movement, and integration (RSOI) support; sustainment; and theater distribution. It also supports Army defense support of civil authorities and humanitarian assistance and disaster relief, supports non-combatant evacuation operations and stability operations in support of the combatant commander's plan. The LOGCAP PMO provides technical guidance, training, and oversight of the forward LOGCAP elements and participates in hiring actions.

SPLIT-BASED OPERATIONS

3-3. AFSBs are capable of split-based operations using reach-back and call forward capabilities to the national sustainment base. The AFSB deploys an LSE based upon demand variables within the operational area. The LSE is responsible for integrating AFSB support actions in the operational area and coordinating with the supported unit for facilities, logistics support, and security. The LSE consists of military and emergency essential civilian personnel based on mission requirements.

3-4. Corps-aligned AFSBs and division-aligned AFSBns deploy LSEs with their aligned headquarters and provide USAMC and materiel enterprise-unique planning and coordinating capabilities.

AFSB HEADQUARTERS ORGANIZATIONAL STRUCTURE

3-5. AFSBs are TDA organizations comprised of military and Department of the Army (DA) Civilian personnel. The TDAs for AFSBs differ based on geographic location and mission requirements. AFSBs are augmented by representatives from LCMCs and other USAMC capabilities on a permanent or as-needed basis. Figure 3-1 depicts the organization of the AFSB.

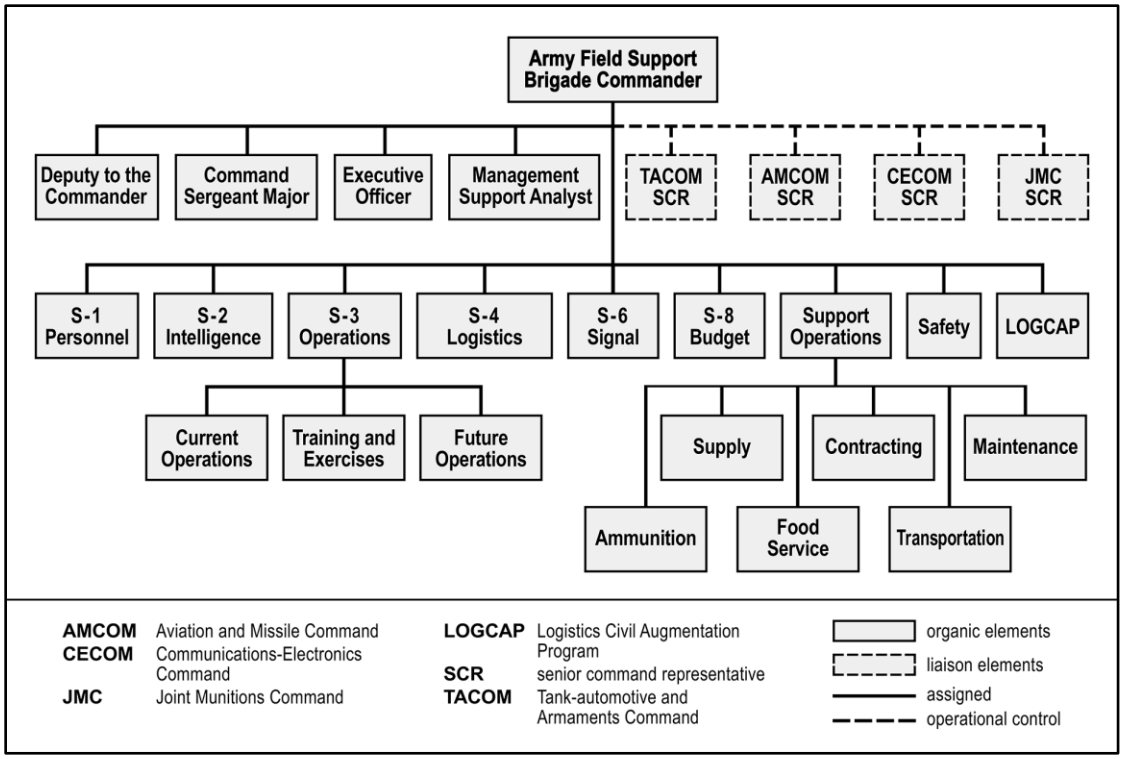


Figure 3-1. Typical AFSB organization

COMMAND SECTION

3-6. The AFSB command section includes a commander, command sergeant major, and executive officer. The commander provides mission command to the assigned AFSBns and attached USAMC organizations. The AFSB commander serves as the lead USAMC/ASC sustainment maintenance authority and senior USAMC advisor within the operational area. The office of the commander is normally comprised of a DA Civilian deputy to the commander, a Command Sergeant Major, and management support analyst.

3-7. The DA Civilian deputy to the commander serves as the commander's principal assistant in planning, coordinating, and directing operations. The deputy to the commander assists in the supervision and oversight of the brigade staff and geographically dispersed subordinate organizations. The deputy also assists in command oversight of external mission support, LAP, and synchronization of acquisition, logistics, and technology.

3-8. The executive officer provides supervision and oversight of the brigade staff and can deploy as the LSE director during contingency operations. The executive officer also serves as the corps advisor in the absence of the commander.

STAFF SECTIONS

3-9. The coordinating staff of the AFSB includes the S-1 through S-8, safety operations, and SPO. The AFSB coordinating staff conducts current and future operations planning and coordination of AFSB external support.

3-10. The SPO office is responsible for all matters concerning AFSB external support operations. It is responsible for overseeing LAP operations, materiel management, sustainment-level maintenance, supply, transportation, ammunition, food service, contract management, and GCSS-Army operations for supported units. The AFSB SPO works closely with the ASCC and corps G-4 to understand the supported commander's requirements and determine the employment of USAMC capabilities in support of the supported commander's priorities. The AFSB SPO also updates the logistics common operational picture and the commanders' critical information requirements.

STAFF AUGMENTATION TO THE AFSB

3-11. The AFSB is often augmented with personnel from the LCMCs and LOGCAP PMO. These personnel help ensure unity of effort and provide subject matter expert planning and integration support to the AFSB staff. Staff augmenters include LCMC senior command representatives (SCRs) and test, measurement, and diagnostic equipment (TMDE) liaison officers.

3-12. Each LCMC assigns an SCR to the AFSB to ensure mutual understanding and unity of effort. The LCMC SCR is a liaison from the LCMC commanding general on all matters pertaining to LCMC-managed systems, equipment, and activities. SCRs establish an important relationship with AFSBs and ensure information exchange remains constant throughout the lifecycle of the equipment that each AFSB supports.

3-13. The United States Army Test, Measurement, and Diagnostic Equipment Activity is a subordinate activity of AMCOM. Based on theater support requirements, the activity may attach a TMDE calibration liaison officer to the theater AFSB to provide Army calibration expertise and technical assistance. The TMDE liaison officer will integrate with planners at echelon for TMDE enterprise support requirements.

AFSB SUPPORT TO ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS, AND TECHNOLOGY

3-14. ASA(ALT) develops, acquires, fields, and sustains equipment and services by leveraging technologies and capabilities to meet current and emerging requirements. ASA(ALT) is organized into multiple PEOs and project managers (PMs) who manage the acquisition process for a specific system, equipment, or commodity. ASA(ALT) responsibilities include equipment fielding, to include the rapid fielding initiative, new equipment training, and software support. ASA(ALT) may deploy forward operations teams to coordinate and oversee Army PEO and PM fielding and other support teams within the area of operations. See ATP 4-70 for more information on ASA(ALT) forward support.

3-15. The AFSB routinely engages with the ASCC G-4 and TSC or expeditionary sustainment command (ESC) SPO to maintain visibility of current operations and anticipate emerging supported unit requirements. If required, the AFSB can coordinate with the ASA(ALT) forward operations team for PEO or PM capabilities to meet supported unit requirements.

3-16. When deployed in support of combat operations or training exercises, the ASA(ALT) forward operations teams, PEOs, and PM field service representatives (FSRs) will coordinate with the AFSB for protection, Army Health System support, and religious, legal, finance, personnel, administrative, and logistics support.

INTER-ORGANIZATIONAL COOPERATION

3-17. While the AFSB is primarily a U.S. Army Title 10 support unit, it may provide common support functions to inter-organizational partners. Initial direction for these joint planning and inter-organizational tasks will be coordinated through the ASCC or corps. The theater Army may require HQDA approval prior to implementation. The AFSB executes support for these inter-organizational partners in accordance with applicable status of forces agreements, inter-service support agreements, and command policies with particular emphasis on proper funding.

AFSB SUPPORTING OPERATIONS DURING COMPETITION

3-18. AFSBs and their subordinate AFSBns and logistics support teams (LSTs) synchronize and integrate LAP personnel and other USAMC capabilities to assist units in the early identification and resolution of technical, logistical, and training issues affecting materiel readiness. AFSBns and LSTs employ logistics assistance representatives (LARs) to provide technical expertise to supported units. LARs assist the supported units with training maintenance personnel, fault identification and resolution, battle damage assessments, and disposition of damaged and excess equipment to increase the supported unit's readiness. LARs have reach-back capability to their respective LCMCs to obtain technical and equipment support for resolving equipment faults and increasing unit operational readiness rates. LARs are located at each AFSBn and LST location to enable daily engagement and support. The AFSBn SPO, along with the LCMC lead system technical representative (LSTR), coordinates with the supported division staff to ensure LAR support is provided to units during field training exercises and that embedded LARs are available during combat training center rotations.

3-19. AFSBs coordinate with ASA(ALT) through ASC to synchronize PEO and PM contracted FSR support to units. FSRs service equipment managed by PEOs or PMs and assist units with fault identification and repair, damage assessments, and equipment modifications and upgrades. FSRs can also support units during field training exercises and combat training center rotations on a reimbursable basis. The AFSBn SPO coordinates with the supported division staff to determine requirements for FSR support. ASA(ALT) is responsible for new equipment fielding and new equipment training. AFSBs support new equipment fielding and new equipment training by providing facility and base life support to PEO and PM fielding teams.

3-20. AFSBs command and control their subordinate AFSBns and designated LRCs. AFSBns and LRCs provide support daily to individual Soldiers and units. Three functions that directly affect unit readiness during shaping operations are supply and services, maintenance, and transportation. AFSBns or LRCs provide sustainment maintenance and coordinate fabrication support to units operating within their area. The division G-4, brigade SPO, and AFSBn SPO can coordinate to increase this maintenance capability or change support priorities to best meet division and brigade requirements.

3-21. Setting the theater is a continuous shaping activity and is conducted as part of steady-state posture. Setting the theater describes the broad range of actions conducted to establish the conditions in an operational area for execution of strategic plans. AFSBs contribute to shaping the operational environment by storing, maintaining, and accounting for APS, working with ASC and LCMCs to ensure that LARs are employed to the theater AFSB for distribution at AFSBns and LSTs to support initial entry forces, and that plans are developed to surge capabilities as needed. AFSBs assigned at locations with MFGI capability assist local planners with integrating and synchronizing mobilization plans.

AFSB SUPPORTING OPERATIONS DURING CRISIS

3-22. AFSB operations, activities, and investments in support of ASCC posture and deterrence initiatives require an optimized enterprise force array tailored to the operation type, geographic location, environment, threat, and other theater-unique variables to meet mission objectives. AFSBs coordinate closely with ASCC and TSC/ESC planners to refine estimates and support plans. As the ASCC gains greater visibility on the forces deploying into the theater, the AFSB coordinates with the different LCMCs to increase the number of LARs to support the changing equipment density.

3-23. AFSBs and their subordinate AFSBns, in coordination with LCMCs, employ LARs to support units deploying into the theater. LARs assist units with equipment fault identification and resolution. CECOM LARs assist units with establishing and integrating command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance systems into the communications network. The AFSB and its subordinate organizations assist units to maximize combat power and establish mission command and communications systems prior to onward movement.

3-24. The theater AFSB, in coordination with ASA(ALT), ensures there are adequate PM and PEO contracted FSRs available to support specific equipment sets. Contracted FSRs also assist units in fault identification and repair and establishing command and control systems managed by PEOs. The theater AFSB assumes administrative control of FSRs upon their arrival and maintains accountability of contractors operating within the theater.

3-25. The theater AFSB, in coordination with LOGCAP planners and senior representatives of the supported units, recommends to the ASCC and TSC activation of LOGCAP task orders required for: movement of personnel and materiel; execution of reception, staging, onward movement and integration operations; aerial port of debarkation and seaport of debarkation services; and development of intermediate staging bases, distribution networks, and other key sustainment support activities. The AFSB works closely with ASCC and TSC planners, LOGCAP planners, and the supporting contracting support brigade to employ LOGCAP contractors in the strategic and operational support areas. The theater AFSB, in coordination with the supporting contracting support brigade, conducts contractor management through forward deployment of AFSB LOGCAP planners and contracting officers, supplemented by LOGCAP support contractors and PMO staff when required. MFGI-assigned AFSBs, in coordination with LOGCAP planners, First Army, and MFGI representatives, recommend activation of LOGCAP task orders required to support large-scale mobilization operations at MFGIs. Typical task orders include movement of personnel and materiel; execution of MFGI RSOI operations; development of training sites; billeting; food services; communications; and other key MFGI sustainment support activities. The AFSB works closely with First Army and MFGI planners, as well as mobilization support force representatives to employ LOGCAP contractors to support MFGIs. The AFSB conducts contractor management through forward deployment of AFSB LOGCAP planners and Army Contracting Command, supplemented by LOGCAP support contractors and PMO staff when required.

3-26. AFSBs support the deployment of forces through their subordinate AFSBns and LRCs. The installation transportation office works closely with the division transportation officer and unit movement officers to prepare and execute movement, mobilization, and load plans of deploying units and provides services and support required for deployment operations. These services include, but are not limited to, railhead operations, line haul and freight operations, arrival/departure airfield control group operations, shipping container operations, and materiel handling equipment support at the deployment node.

3-27. The deployment of forces may require the use of Army pre-positioned stocks to facilitate rapid buildup of combat power and onward movement to positions to deter the threat. When APS is authorized for release, AFSBs, through their subordinate AFSBn (APS), prepare the equipment and stocks for issue. The AFSB works closely with the ASCC G-4 and TSC/ESC SPO to develop and execute a plan to issue APS equipment and supply stocks to units based on ASCC priorities. The AFSBn (APS) may receive a follow-on mission after completing APS issue.

3-28. The theater AFSBs can request FRA capabilities from LCMCs to support in-theater equipment repair and combat power regeneration. FRA capabilities are resident at USAMC depots, plants, and arsenals in CONUS, and are comprised of DA Civilian and contracted personnel. Like other call forward capabilities, FRA capabilities should be requested well ahead of large-scale combat operations due to the time required to deploy the personnel and equipment necessary to conduct sustainment maintenance level of repair.

3-29. AFSBs and AFSBns deploy task-organized LSEs to provide support to their habitually supported corps and divisions. The LSEs assist their supported units in integrating and synchronizing delivery of USAMC and materiel enterprise capabilities into corps, division, and brigade plans and operations. At all levels, these LSEs communicate and coordinate LAR and FSR support priorities to assist units in maintaining combat power. The LSEs also provide visibility to the theater AFSB commander and staff on system problems that require reach-back support.

3-30. The theater AFSB normally obtains contracted support from strategic sources identified under the Federal Strategic Sourcing Initiative. Both LOGCAP and the Enhanced Army Global Logistics Enterprise are identified strategic sources and receive preference as contracting solutions. The theater AFSB works closely with the contracting support brigade to determine sourcing solutions for operational contract support requirements. The AFSBs help determine if the requirement is supportable by LOGCAP or would be better supported using another existing contract or creating a local contract. For specific information about operational contract support, refer to ATP 4-10. For additional information regarding LOGCAP, refer to ATP 4-10.1.

AFSB SUPPORTING OPERATIONS DURING CONFLICT

3-31. Large-scale combat operations are characterized by simultaneous, geographically dispersed operations that occur in multiple domains. Characteristics of sustaining large-scale combat operations include volume, lethality, precision, and tempo. Large-scale combat operations will require a volume of personnel, materiel, and equipment significantly greater than other types of operations. The AFSB and its subordinate organizations are important elements that support the building of combat power and the regeneration of battle-damaged equipment.

3-32. The theater AFSB employs USAMC and materiel enterprise capabilities in support of ASCCs and Army forces. LARs, in coordination with LCMCs, train, advise, and provide technical expertise to supported units. LARs assist units with fault resolution, battle damage assessment, and disposition instructions through LCMC reach-back capabilities to the equipment managers. LSEs provide visibility to the theater AFSB and USAMC call forward activities on equipment designated for retrograde from the division support area. LSEs can provide commanders and staffs estimated repair completion times to inform future operational plans.

3-33. LSEs coordinate with ASA(ALT) forward operations teams to synchronize contracted FSRs based on supported unit requirements. FSRs support equipment managed by PEOs and PMs and assist units with fault identification and resolution, component repair or replacement, and system repair to regenerate combat power.

3-34. The theater AFSB commands and synchronizes the employment and work loading of FRA capabilities needed for in-theater regeneration of combat power. FRAs enable sustainment-level repair of equipment and can facilitate the regeneration of combat power in theater, mitigating the impact of the time it takes for replacement equipment from CONUS to arrive in the area of operations. FRAs are normally located in the operational support or theater support areas. The theater AFSB can delegate command and control of FRAs to an AFSB and further delegate to an AFSBn, as necessary.

3-35. Success of large-scale combat operations in chemical, biological, radiological, or nuclear environments will depend on planning the logistics requirements of protection and decontamination mitigation. AFSBs must ensure adequate supply of unit chemical, biological, radiological, and nuclear equipment to include individual protective equipment, water, and decontaminants for personnel under their command. This equipment is critical for enabling individual protection and preserving combat power.

3-36. Large-scale combat operations may generate requirements to redistribute and retrograde commodities, especially Class VII that exceeds in-theater sustainment unit capacity. To meet these requirements, the theater AFSB may request classification and inspection company (CICO) support.

COMMAND AND SUPPORT RELATIONSHIPS

3-37. ASCCs typically exercise OPCON of their supporting AFSBs in theater. AFSBs can be augmented with additional staff or capabilities to meet expanded or unique operational requirements, particularly where equipment is turned-in for redistribution or retrograde. SCRs from each LCMC are under OPCON of the

AFSB when forward deployed. These representatives provide a built-in forward technical presence in the tactical environment and anticipate requirements for LARs.

3-38. AFSBs provide command and control of the AFSBns. As required, AFSBs deploy an LSE that is under OPCON of the theater AFSB and operates in direct support of its supported corps headquarters during large-scale combat operations to provide planning and integration of USAMC reach-back capabilities and materiel enterprise capabilities.

3-39. AFSBns aligned to divisions are responsible for the materiel readiness of their supported division units and tenants on the installation. These AFSBns are organic to ASC, which assigns them to a parent AFSB. The AFSBn can deploy an LSE that is OPCON to the theater AFSB, typically through an LSE (corps), and operates in direct support of its supported division headquarters during large-scale combat operations to provide planning and integration of USAMC reach-back capabilities and materiel enterprise capabilities.

LOGISTICS SUPPORT ELEMENTS AT ECHELON

3-40. The LSE (corps) is a mission-tailored organization that is formed from an AFSB's structure and deploys with its supported corps headquarters. The composition of the LSE (corps) depends on operational and mission variables, but generally includes AFSB senior leaders and assigned LCMC SCRs. The LSE (corps) supports the corps by integrating and synchronizing delivery of USAMC and materiel enterprise capabilities into plans and operations. It provides visibility of Class VII redistribution operations and synchronizes LSE and LAR technical support across the corps area of operations. The LSE (corps) also supports reconstitution if executed.

3-41. AFSBs integrate and synchronize the delivery of USAMC and materiel enterprise capabilities at echelon. The Army has shifted away from focusing on brigade combat teams in scheduled rotational deployments to supporting divisions and corps in large-scale combat operations. AFSBs must support these organizations at the theater, corps, and division level; the constrained communications inherent in large-scale combat operations against a peer adversary make centralized support unfeasible. Supporting at echelon allows the materiel enterprise to anticipate and clearly understand requirements early, formulate the most effective and efficient use of resources to satisfy those requirements, and adaptively integrate and synchronize the delivery of capabilities during highly dynamic combat operations. It also allows the materiel enterprise to identify systemic problems and opportunities early so that the defense industrial base can adapt more quickly.

3-42. Theater AFSBs support ASCCs. These are normally permanently stationed forward in their assigned region with their ASCC and TSC. These AFSBs focus on theater-level tasks that include maintaining and issuing APS, assisting the TSC to set the theater by advising on how LOGCAP can fill capability gaps identified during deliberate planning, and supporting readiness for theater forward stationed and rotational forces without a corps or division. Corps-aligned AFSBs may also support APS management.

3-43. Corps-aligned AFSBs deploy an LSE with their supported corps to provide the corps and ESC all USAMC, ASC, and materiel enterprise capabilities. Divisional AFSBns do the same with their supported divisions. The corps AFSB deploys with LARs commensurate with the corps equipment. The corps AFSB participates in all planning with the corps and ESC to identify and anticipate requirements and provide responsive and adaptable integration and synchronization of delivery in dynamic environments. It can reach back to the theater AFSB for additional resources, as well as report back systemic trends to the enterprise.

CONTRACT SUPPORT COORDINATION

3-44. 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. The policies and statutes governing contracting services or supplies apply to AFSBs as they do to all other units. AFSBs rely heavily on contracted solutions to provide services that support units across the operational area such as in-theater maintenance, APS maintenance, and LRC operations. AFSBs play a major role in planning, integrating, and providing oversight of USAMC-related contracts. They also assist in the synchronization of ASA(ALT) system support contracts and USAMC LAP actions. AFSBs collaborate and coordinate closely with contracting support brigades.

REQUIREMENTS DEVELOPMENT FOR OPERATIONAL CONTRACT SUPPORT

3-45. The requiring organization, normally a corps or division, is responsible for determining requirements. LOGCAP determines the requirements within the framework of the existing pre-awarded task order for execution via change management. The requiring activity assists requirement development by determining anticipated workload, identifying government-furnished equipment or materiel that it will make available to the contractor, and by establishing theater standards for service delivery (for example, construction standards as initial, temporary, or semi-permanent; quality of life standards such as basic, expanded, or enhanced; and theater ration cycles). Requiring activities are responsible for developing requirements, providing required force protection to contractors, and quality assurance support plans for non-LOGCAP contracts.

3-46. LOGCAP planners within the AFSB liaise with the LOGCAP PMO and requiring organization planners on technical issues to ensure fidelity of program execution, consistency of service delivery, and to ensure solutions meet program high-level objectives in support of requiring activities. The LOGCAP PMO will assist with ensuring integration of LOGCAP support at the theater strategic level, and AFSBs will assist with ensuring integration of LOGCAP support at the operational and tactical levels.

3-47. If there are several organizations with the same requirement, the AFSB may develop a theater support or external support contract. Contracts such as area of responsibility-wide maintenance support for Army equipment are usually awarded at the Army Contracting Command level. However, the AFSB may be given the responsibility for contract oversight and contractor management. AFSBs must work with their supported units during competition below armed conflict to identify requirements, initial service, or supply providers and draft an execution plan. Theater and external support contracts will require lead-time to fill positions, acquire necessary equipment, deploy to the area of responsibility, and establish operations. See JP 4-10, AR 715-9, ATP 4-10, and ATP 4-71 for more information on operational contract support planning and contractor management. For additional information about LOGCAP, refer to ATP 4-10.1.

CONTRACT MANAGEMENT

3-48. The AFSB, in coordination with the contracting officer, may provide oversight of specific theater or external support contracts and must ensure the requiring activity nominates qualified and trained contracting officer's representatives for service contracts or receiving officials for supply contracts. Sometimes contracts are not used for reasons pertaining to lack of reliability, lack of accountability, and potential threat of information collection for hostile intelligence entities. The AFSB is also responsible for contractor management, pre-deployment preparation, deployment, in-theater management, force protection, and security. The security of civilian personnel supporting military forces is an important planning consideration in large-scale combat operations. Mission variables determine the areas where civilian personnel will operate. Planning considerations should include areas where there is diminished threat of enemy direct and indirect fire.

3-49. LOGCAP personnel are dependent on the AFSB within theater to coordinate for protection, Army Health System support, and religious, legal, finance, personnel, administrative, and logistics support. The AFSB can leverage LOGCAP personnel to conduct contract oversight of LOGCAP and other AFSB-managed theater support contracts.

SYNCHRONIZING SYSTEMS SUPPORT CONTRACTS

3-50. The AFSB can assist units in developing acquisition-ready contract support requirements packages for system support contracts of newly fielded equipment and commercial off-the-shelf equipment. This equipment is supported by ASA(ALT) PEOs and PMs, and support is provided by contracted FSRs. PEOs and PMs use deployable FSRs and or separate contract teams to provide support to selected weapon and other major military systems. The AFSB, in coordination with the ASA(ALT) forward operations team, will assist the PEOs or PMs and the supported organization in synchronizing FSR or other system contract support related actions.

LOGISTICS ASSISTANCE REPRESENTATIVES

3-51. LARs are highly trained, deployable DA Civilians who specialize in one of a variety of Army equipment sets. LARs are specialized technical, logistics, and training experts on Army equipment. LARs advise units on maintainer training, fault diagnosis and repair, resolving systemic equipment and parts issues,

battle damage assessments, and determining disposition of damaged or obsolete equipment. LARs can also assist the supported units in resolving repair parts and supply problems by facilitating adaptive manufacturing solutions through LCMC enterprise reach-back capabilities. LCMCs recruit, train, and provide LARs for assignment to an AFSBn or LST. The equipment density of the supported units determines the number of LARs at an AFSBn or LST. In all cases, the LCMCs maintain technical authority and human resources management over their employed LARs working in the AFSBn and LST. LARs share information gained in the field with the appropriate ASC command structure, the respective LCMC, and the system PEOs and PMs to enhance support and improve system reliability. LARs take an active role in educating and training Soldiers, and they may perform hands-on maintenance to resolve unique readiness situations or to effect substantial cost savings. Table 3-1 shows the LAR skill sets provided by different LCMCs.

Table 3-1. Logistics assistance representative skill sets

AMCOM	*AMLC*	*CECOM*	*TACOM*	*JMC*
Ground Missile Systems	Medical	Information Technology Switch	Combat Support/ Combat Service Support	Ammunition
Air Defense Systems	Medical Materiel and Medical Devices	Information Technology Radio	Ground Combat Systems	
Attack Aircraft Airframe (AH-64 D/E)		Power & Environmental	Soldiers and Chemical / Biological	
Attack Aircraft Electronics (AH-64 D/E)		Avionics		
Cargo Utility Aircraft Electronics (UH-60/CH-47)		Long Haul Transmission		
Utility Aircraft Airframe (UH-60A/L/M/ HH)		Sensor		
Medium Aircraft Airframe (CH-47D/F)		Logistics Information Technology & Mission Command		
Unmanned Aircraft Systems (Gray Eagle, Shadow), (All Assigned UAS)		Intelligence & Electronic Warfare		

AMCOM Aviation and Missile Command
AMLC Army Medical Logistics Command
CECOM Communications - Electronics Command
JMC Joint Munitions Command
TACOM Tank-automotive and Armaments Command

AVIATION AND MISSILE COMMAND LAR

3-52. AMCOM LARs provide technical expertise on Army manned and unmanned aviation systems, air defense and land combat missile systems, and aviation and missile-related shop test equipment.

COMMUNICATIONS-ELECTRONICS COMMAND LAR

3-53. CECOM LARs provide technical expertise on communications and electronics equipment such as power generation, environmental sensors, logistics information systems, avionics, radio, long-haul transmission, and network switch systems.

TANK-AUTOMOTIVE AND ARMAMENTS COMMAND LAR

3-54. TACOM LARs provide technical expertise on sustainment, ground combat systems, Soldier (armament), and chemical, biological, radiological, or nuclear defense equipment.

JOINT MUNITIONS COMMAND QUALITY ASSURANCE SPECIALIST (AMMUNITION SURVEILLANCE)

3-55. The Joint Munitions Command quality assurance specialist (ammunition surveillance) provides senior ammunition expertise, on-site maintenance, and assistance for surveillance, distribution, storage, explosive safety, accountability, and disposal of ammunition, guided missiles, and ordnance. Quality assurance specialists (ammunition surveillance) are responsible for providing supported units with advice and guidance to assist them in attaining and sustaining ammunition readiness, to include analyzing, advising, assisting, and training in all areas of ammunition logistics.

USAMC CALL FORWARD CAPABILITIES

3-56. The following paragraphs provide an overview of organizations that may provide call forward augmentation to a deployed AFSB or AFSBn. These organizations, except for the theater aviation sustainment maintenance group and CICO, are ad hoc organizations formed from existing USAMC capabilities based on operational and mission variables. These organizations are comprised of Soldiers, DA Civilians, and contractors, with the actual size and composition varying from mission to mission.

USAMC SUSTAINMENT MAINTENANCE

3-57. FRAs are ad hoc support teams made up of DA Civilians and contractors and are called forward from selected LCMC organizations as required. TSC, ESC, and AFSB assessments determine the call forward requirement. There is no standard FRA design; it is a task-organized activity designed to accomplish repairs on specific types of equipment or components.

3-58. An FRA may augment the AFSB's in-theater maintenance capabilities to regenerate combat power during reconstitution operations. FRAs are sometimes referred to as regional support centers.

3-59. FRAs are attached to the theater AFSB or designated theater AFSBn upon arrival at the port of debarkation and are work loaded by a designated equipment support activity or directly by the AFSBn. The FRA relies on the supported unit for logistics and force protection support. In all cases, command of deployed FRAs remains the responsibility of the designated AFSB.

THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP

3-60. The theater aviation sustainment maintenance group is a task organized, modular, deployable military organization. The aviation depot maintenance round-out unit is an Army National Guard unit capable of providing depot-level aviation maintenance (level 2, sustainment) support, including repair of airframe, power train (engine, transmission, and gearbox), armament, communications, and avionic/navigation equipment and limited calibration and repair support of assigned TMDE. AMCOM maintenance engineering personnel and contractors may augment the unit, providing on-site technical assistance and engineering support for major field modifications, non-standard repairs, or major battle damage repair. Mission variables determine theater aviation sustainment maintenance group command and support relationships with its supported units. Detachments from the unit are dependent upon their supported units for Army Health System, religious, legal, finance, personnel, administrative, and logistics support.

AUTOMATION LOGISTICS ASSISTANCE TEAM

3-61. Automation logistics assistance teams are made up of CECOM DA Civilians who provide general support to unit-level sustainment automation support management offices, technical assistance, system troubleshooting, and software replacements services. They may also assist PEOs, PMs, and CECOM system sustainment managers with the distribution and implementation of logistics information systems software system change packages.

CLASSIFICATION AND INSPECTION COMPANY

3-62. The CICO is the Army National Guard unit that receives, temporarily stores, disassembles, classifies, inspects, and gains accountability of retrograde materiel, including supply Classes II, III (packaged), IV, VII, IX, and X. It supports USAMC by rapidly returning reparable components to the repair facility and serviceable materiel back into the supply system for redistribution. The CICO performs disassembly of systems to recover serviceable components and can deploy forward to corps and divisions to assist with on-site inspection and classification of retrograde equipment due to battle damage, mission change, or redeployment. USAMC or the theater AFSB will coordinate with the ASCC for the CICO to execute retrograde and augment as required based on demand signal. The ASCC determines which command relationship will exist between the AFSB and CICO. See ATP 4-42 for further details on the CICO.

UNITED STATES ARMY TEST, MEASUREMENT, AND DIAGNOSTICS EQUIPMENT ACTIVITY

3-63. The U.S. Army Test, Measurement, and Diagnostics Equipment Activity provides programmatic and technical expertise for the Army's TMDE calibration and repair support program and ensures measurement traceability to national, international, and intrinsic standards of measurement.

3-64. Based on theater support requirements, this activity, in coordination with ASC, may attach TMDE calibration support to the theater AFSB, providing Army calibration expertise and technical assistance. Refer to ATP 4-33 for additional information on TMDE.

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Chapter 4
Army Field Support Battalion

MISSION OVERVIEW

4-1. AFSBns are scalable and tailored TDA organizations. The direct support-readiness AFSBns integrate and synchronize materiel enterprise capabilities in direct support to divisions and tenant units and the installation area support missions identified in AR 525-93 and DA Pam 525-93. Theater AFSBns provide general support to units within their designated support area. APS AFSBns provide the physical management of Army pre-positioned stocks.

4-2. AFSBns conduct three types of missions: provide readiness support, provide technical expertise, and provide maintenance. Designated AFSBns have habitual support relationships with their supported divisions and serve as USAMC's lead materiel integrator for the division and tenant units. The AFSBn utilizes LARs to provide equipment technical expertise to assist in identifying and resolving systemic maintenance problems to build and maintain combat power. AFSBns that have responsibility for LRC installation functions provide installation support and power projection capability, including sustainment-level maintenance with LCMC certification and evacuation field-level maintenance. These AFSBns may perform modification work orders on selected items of equipment or coordinate for ALT maintenance activities to apply the modification work order.

4-3. AFSBns can conduct split-based operations to meet mission requirements at both home-station and forward locations. They deploy a tailorable LSE with their aligned division to integrate enterprise-level logistics capabilities forward, while the remainder of the AFSBn continues to support home station operations.

4-4. AFSBns can be tasked to receive, store, maintain, and issue APS. AFSBns tasked with an APS mission are responsible for the physical management of both onshore and afloat APS. These AFSBns coordinate closely with ASCCs and HQDA to ensure APS and equipment sets are issued based on the operational plans and commander's priorities. After issuing APS equipment sets, the AFSBns may receive follow-on missions from the AFSB.

4-5. Designated AFSBns are comprised of military personnel, DA Civilians, and OPCON LCMC LARs. The AFSBn has mission command for LRC functions of supply, services, maintenance, TMDE support, and transportation support on the installation. Figure 4-1 on page 20 depicts the organization of the AFSBn.

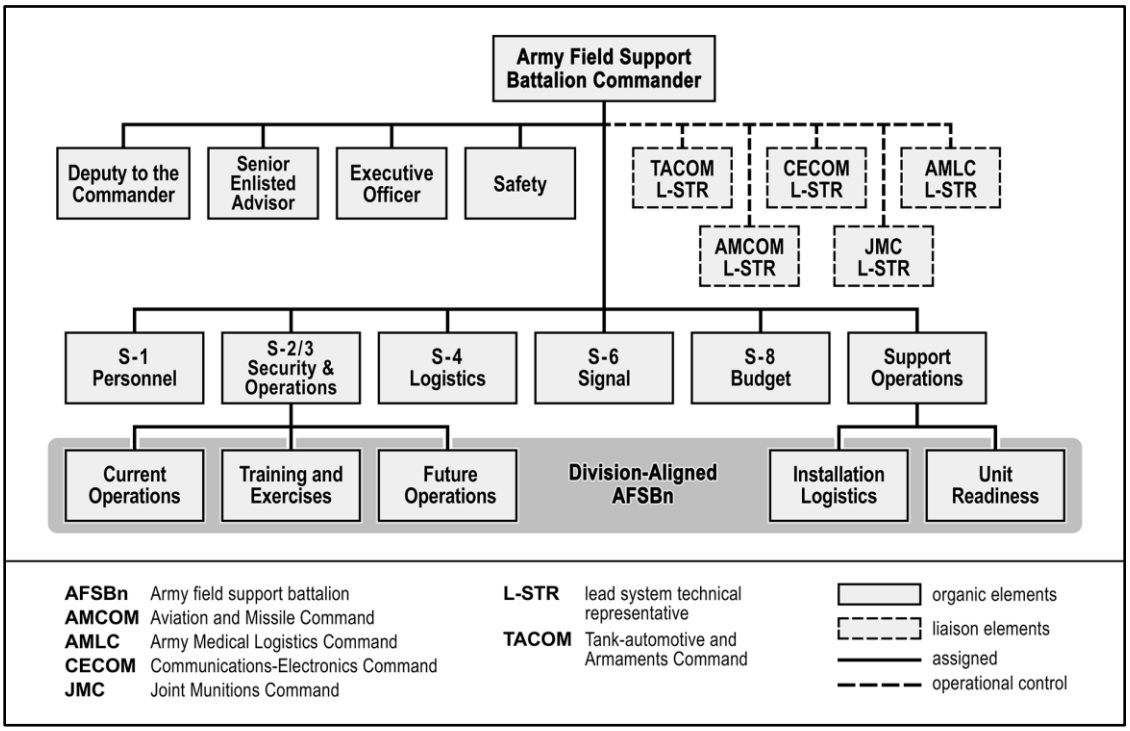


Figure 4-1. Typical Army field support battalion organization

4-6. The AFSBn commander commands and controls subordinate USAMC organizations. The commander serves as the main point of contact to supported commanders for USAMC-related technical assistance and assists in coordinating and integrating LAR support provided by LCMCs and other USAMC organizations.

4-7. The DA Civilian deputy to the commander assists the commander in directing and supervising battalion operations focusing on installation support, power projection, and the commander's planning processes by ensuring staff work conforms to the mission and commander's intent.

4-8. The executive officer provides supervision and oversight of the battalion staff and can deploy as the LSE director during contingency operations. The executive officer also serves as the division advisor in the absence of the commander.

4-9. The AFSBn coordinating staff normally consists of an S-1 through S-8 and SPO. It conducts current and future operations planning and coordination of AFSBn external support. LCMC LARs are task organized within the SPO section.

4-10. LSTs are permanent organizations dedicated to supporting units on installations, posts, or camps where an AFSBn is not located. Like an LSE, LSTs coordinate with LCMCs to employ LARs to provide their supported units with equipment technical support. LSTs also provide support to units transiting through these sites.

ARMY PREPOSITIONED STOCKS

4-11. The AFSBn is responsible for managing APS assets, which includes accounting for and maintaining unit sets, operational project stocks, and sustainment stocks in support of their ASCC. The AFSBn is also responsible for unit status reporting in accordance with AR 220-1. GCSS-Army is the system used for unit status reporting.

4-12. The AFSBn executes care of supplies in storage (COSIS) of APS according to TM 38-470 and AR 750-1. The AFSBn is responsible for government oversight of contractors and quality assurance validation of work provided by any host-nation workforce. Any release of APS by the AFSBn is governed by the authority of AR 750-1 and conducted according to procedures outlined in ATP 3-35.1. APS equipment

released to a gaining tactical unit in theater is done in support of the theater's RSOI plan and may incorporate the release of Class VIII medical stocks in coordination with the United States Army Medical Materiel Agency.

4-13. AFSBns can leverage the considerable industrial base under their control to support equipment fielding, systems modernization, and sustainment-level maintenance and augment field-level maintenance operations. AFSBns use a combination of DA Civilians, local national direct hires, and contract service providers to perform COSIS functions. Additionally, these battalions support other missions as needed to support Army forces during RSOI, retrograde, and redeployment in support of large-scale combat operations.

PROVIDING READINESS SUPPORT

4-14. The AFSBn can coordinate, integrate, and synchronize USAMC and materiel enterprise capabilities in a general support role. An AFSBn providing general support assists units in building and maintaining readiness by employing LCMC LARs on multiple installations within their designated support area. Additionally, AFSBns will assist units with the Army's Total Fielding Plan staging and execution in accordance with AR 770-2.

PROVIDING TECHNICAL EXPERTISE

4-15. AFSBns maintain OPCON of and employ LCMC LARs. Each LCMC assigns LARs to the AFSBns based upon geographical location, density of equipment, and mission priorities. The LCMCs also assign an LSTR to ensure mutual understanding and unity of effort. LSTRs establish an important relationship with the AFSBn SPO and ensure information exchange remains constant throughout the life cycle of the equipment that each AFSBn supports. The LSTR is the AFSBn's direct link from the LCMC on actions pertaining to LCMC-managed systems, equipment, and activities. The AFSBn SPO, along with the LCMC LSTR, coordinates with the supported division staff to ensure LAR technical expertise is provided to units during field training exercises and is available during combined arms training center rotations. LARs assist units on maintenance training, fault diagnosis and repair, resolving systemic equipment issues, battle damage assessments, and determining disposition of damaged or obsolete equipment. LARs can also assist supported units in resolving repair parts and supply problems by having reach-back capability to their respective LCMCs to obtain technical and equipment support for resolving equipment faults and increasing unit operational readiness rates.

LOGISTICS SUPPORT ELEMENTS

4-16. The LSE is a mission-tailored organization that is formed from an AFSBn's structure and deploys with its supported division headquarters. The composition of the LSE depends on operational and mission variables, but generally includes AFSBn senior leaders, personnel from the AFSBn SPO, and the LCMC LSTRs and LARs. The LSE can be augmented by LARS from other AFSBns for low-density skillsets as required. LAR augmentees from outside organizations become OPCON to the LSE during mission execution.

4-17. The LSE supports the division by integrating and synchronizing the delivery of USAMC and materiel enterprise capabilities into division plans and operations. The LSE also supports reconstitution if executed. The LSE synchronizes LAR technical support at the division level to assist in equipment fault diagnosis and repair, determining battle damage, identifying and resolving systemic logistics problems, and facilitating disposition instructions. The LSE also assists in coordinating, synchronizing, and de-conflicting system-contracted and LCMC LAR support actions. The number of LARs provided to the LSE is dependent upon the related equipment and technology densities within the supported unit. The LSE is generally dependent upon its supported headquarters or external enabling organizations for backup communications capability, transportation, protection, and life support.

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Appendix A

Strategic Support

A-1. This appendix is a framework for planning, developing, and publishing the Strategic Support Appendix to Annex F (Sustainment) of the operation order or operation plan. AFSB commanders and planners will work with planners at their supported units to ensure integration of USAMC initiatives and capabilities in the operations planning and orders processes.

1. TASK ORGANIZATION

USAMC delivers national strategic and theater strategic enterprise capabilities organized under its major subordinate commands: ASC, Installation Management Command, Financial Management Command, Military Surface Deployment and Distribution Command, Security Assistance Command, Joint Munitions Command and Joint Munitions and Lethality Command, Army Contracting Command, CECOM, Army Medical Logistics Command, AMCOM, and TACOM.

2. SITUATION

USAMC conducts globally integrated logistics operations in a complicated, interconnected, transregional environment. These operations involve the total force, which consists of the Active-Duty units, Reserve units, DA Civilians, and contracted support. Globalization, technology advancements, antiaccess/area denial, and flexible threats create a complex, ever-changing operational environment. The essential challenge is to support unified action by meeting increasingly demanding logistics requirements with constrained resources in a potentially contested environment.

3. EXECUTION

A. MISSION

USAMC delivers precision sustainment and materiel readiness to an expeditionary global force from the joint strategic support area to the tactical point of need across the spectrum of conflict in support of the joint force, employing ASC as the chief integrator that synchronizes key elements of the sustainment enterprise to deliver capabilities in support of Army forces during joint operations.

B. SCHEME OF SUPPORT

USAMC delivers key national strategic and theater strategic sustainment enterprise capabilities within the framework of its core logistics functions: deployment and distribution, supply, maintenance, logistics services, contract support, and medical logistics. ASC integrates and synchronizes key elements of the sustainment enterprise to deliver ready forces, enable strategic power projection, and sustain operational reach to win during operations. ASC's focus is Army-specific support, but support to joint and mission partners is often required based on cross-servicing agreements. ASC accomplishes this mission through its subordinate units and collaboration with higher and lateral commands.

C. TASKS TO UNITS

1. ASC

ASC integrates and synchronizes the delivery of USAMC key national strategic and theater strategic enterprise capabilities through a global network of the ASC staff, AFSBs, AFSBns, LRCs, and LSEs.

2. Installation Management Command

Installation Management Command delivers quality base support from the strategic support area enabling readiness for a globally responsive Army.

3. Financial Management Command

Financial Management Command delivers Army-wide headquarters financial management functions including systems support, audit and compliance support, financial operations support, and Army Enterprise Resource Planning systems business process standardization support. Oversees enterprise-wide finance and comptroller support to Army expeditionary and garrison organizations. Provides financial management and systems technical training and evaluations of financial management units. Develops, fields, trains, and sustains electronic commerce capabilities in cooperation with the U.S. Treasury, Federal Reserve Banks, credit unions, and banks. Also, provides technical and integrated oversight of Army field financial management activities.

4. Surface Deployment & Distribution Command

Surface Deployment and Distribution Command provides integrated and synchronized global deployment and distribution capabilities to the point of need.

5. U.S. Army Security Assistance Command

U.S. Army Security Assistance Command leads the USAMC Security Assistance Enterprise by developing and managing security assistance programs and foreign military sales cases to build partner capacity, support combatant command engagement strategies, and strengthen U.S. global partnerships.

6. Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command

Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command provides the joint force with ready, reliable, and lethal munitions at the speed of war sustaining global readiness.

7. Army Contracting Command

Army Contracting Command and its subordinate organizations and contracting centers provide contracting support for the U.S. Army as the Army's principal buying agent – ensuring that Soldiers have what they need to be successful, from food and clothing to bullets and bombs.

8. Communications-Electronics Life Cycle Management Command

CECOM integrates and sustains command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance readiness to enable the U.S. Armed Forces.

9. Army Medical Logistics Command

Army Medical Logistics Command manages the global supply chain and medical materiel readiness across the Total Force, delivering phase zero readiness to the force while executing the medical materiel management functions for the combatant commands to set and sustain operational medical capabilities in all phases of operations.

10. Aviation and Missile Life Cycle Management Command

AMCOM delivers responsive aviation, missile, and calibration materiel readiness to the U.S. Army to optimize joint warfighter capabilities at the point of need.

11. Tank-Automotive and Armaments Life Cycle Management Command

TACOM develops, acquires, fields, and sustains Soldier and ground systems for America's military.

D. Mission Command Integration of Major Subordinate Command Capabilities

The AFSB serves as the single point of contact for coordinating, synchronizing, and integrating major subordinate command capabilities and resources to support theater priorities and the concept of support.

4. SUSTAINMENT

A. FORCE PROJECTION

1. Force Generation

LRCs provide supply, services, maintenance, and transportation support to all units located on an installation and units operating within the LRC's designated support area. These support activities include installation SSA, installation transportation office, transportation motor pool (non-tactical vehicle fleet), supply and services, installation property book office, ammunition supply point (U.S. LRCs only), central issue facility and consolidated initial issue point for TRADOC installations, maintenance (U.S. LRCs only), freight operations, unit movement support, dining facility and food service management and operations, and installation laundry services.

2. Power Projection and Mobilization

LRCs support the deployment of forces through the installation transportation office where they work closely with the division transportation officer and unit movement officers to prepare and execute movement, mobilization, and load plans of deploying units, as well as provide services and support required for deployment operations. These services include railhead operations, line haul and freight operations, arrival/departure airfield control group operations, and shipping container operations at the deployment node.

3. Installation Logistics Support

AFSBns that have responsibility for LRCs are integral to installation daily operations and deployment of forces from power projection platforms and MFGIs.

a. Installation Logistics Baseline Services

Installation SSAs execute customer supply support for and support the Army Working Capital Fund in its entirety through retrograde, retention, redistribution, and disposal (R3D) and provide the Army flexibility to position stocks forward to support deploy/redeploy, mobilization, and operations.

b. Receipt, Storage, Issue, and Accountability

Manage supplies in accordance with installation level base line services. Forward position and store stocks to support customer readiness, deploy/redeploy, and operations in competition and wartime.

c. Depot Level Repair/Unserviceable Materiel

Receive all customer and tactical SSA items on installation for rapid packing and shipping to depot repair programs or disposal. Coordinate with LCMCs for disposition of items not on the automatic return items list. Validate paperwork and packing to prevent suspended stocks and supply discrepancy reports; meet <10 daytime to ship depot level repairs.

d. Packing and Crating (R3D)

Ensure proper packing and crating for storage on site for R3D and COSIS. Ensure proper storage and prevention of supply discrepancy reports or suspended stocks when shipped to depot. This mission was removed from tactical SSAs and moved to installation SSAs.

e. Referrals (R3D)

Execute R3D mission to receive, store, and issue serviceable excess as directed in support of readiness, filling authorized stockage list requirements, and requisitions for Army and DLA items to prevent loss of Army buying power by reselling serviceable excess items as close as possible to requirement. Tactical SSAs do not execute referrals.

f. Class VII Support

Class VII support to modernization displacement and repair sites (R3D). Process Class VII to create the inbound notification to depot/other for shipment. Tactical SSAs do not have modernization displacement and repair site capability.

B. ENTERPRISE LOGISTICS SUPPORT

1. Force Modernization

The Second Destination Transportation Force Modernization Management Decision Package resources the transportation of new equipment fielding beyond first destination transportation. The Management Decision Package also resources transportation of equipment to be recapitalized (both rebuilt and upgraded), to include movement to and from military depots or contractor facilities and port handling charges. The mission and function include dollar-only resources (no civilian or military manpower) to support mission accomplishment. Funding appropriations used within this Management Decision Package include Operations and Maintenance, Army funds across all open years.

2. Materiel Readiness

AFSBs and AFSBns aligned to corps and divisions are responsible for the materiel readiness of their supported corps and divisions by integrating and synchronizing USAMC enterprise-level support of the TACOM, CECOM, and AMCOM LARs to build, maintain, and enable combat power. Corps-aligned AFSBs can deploy LSEs in support of their supported corps headquarters to provide planning, integration, and reach-back support of USAMC strategic-level capabilities. Division-aligned AFSBns can also deploy LSEs in support of their aligned division.

3. Industrial Base

The theater can request FRA capabilities from LCMCs to support in-theater equipment repair and combat power regeneration. FRA capabilities are resident at USAMC depots, plants, and arsenals in CONUS and are comprised of DA Civilian and contracted personnel. Like other call forward capabilities, FRA capabilities must be integrated into theater support plans well ahead of operations due to the time required to deploy the personnel and equipment necessary to conduct sustainment maintenance level of repair. LARs serve as a critical link between the field and PMs/PEOs informing the industrial base. The industrial base also identifies and rectifies systemic problems with materiel availability and readiness (Class V, VII, VIII, and IX).

4. Integration and Employment of Major Subordinate Command Capabilities

Designated AFSBs and AFSBns have habitual support relationships with their supported corps and divisions and serve as USAMC's lead materiel integrator for the corps, divisions, and tenant units. The AFSBs and AFSBns employ LCMC LARs to provide equipment technical expertise to assist in identifying and resolving systemic maintenance problems. LARs have reach-back capability to their respective LCMCs to obtain technical and equipment support for resolving equipment faults and increasing unit operational readiness rates. Both the AFSB and AFSBn may form mission-tailored LSEs to support corps and division mission requirements.

(a) The USAMC LAP delivers enterprise capabilities to build Army readiness at the tactical point of need to provide joint force commanders freedom of action, extend operational reach, and prolong endurance. The USAMC LAP is focused on the tactical level, providing training, resolving equipment and logistics system problems, identifying trends, and delivering logistics intelligence that provides industry and enterprise stakeholders information to resolve issues and enhance readiness.

(b) LCMCs and major subordinate commands manage, train, equip, and assign LARs to posture them to meet support requirements based on USAMC's concept of support and priorities, equipment densities, and geographic locations.

5. Second Destination Transportation

The Second Destination Transportation Division has four primary responsibilities supporting Army global missions: Third Party Payment System Administration, Transportation Account Code Administration and Management, Operational Mission Transportation Account Code Execution and Management, and Non-Operational Mission Execution and Management.

6. LOGCAP and Contracting Support

ASC Acquisition Integration and Management Directorate provides management and oversight of both internal and external contracted capabilities. This directorate plans, integrates, and manages contracted sustainment support solutions in conjunction with the theater AFSBs and Army Contracting Command.

(a) The Enhanced Army Global Logistic Enterprise

Enhanced Army Global Logistics Enterprise program provides ASC with capability to execute maintenance, supply, and transportation functions at Army installations and APS sites.

(b) LOGCAP

LOGCAP is a DA strategic sourcing solution that provides base life support and sustainment services to support external requirements such as mobilization and demobilization of Reserve units, force projection, theater opening, establishing theater distribution, and sustaining operations. LOGCAP is an Army regulatory program to provide broad, contracted sustainment support to combatant command operations, coalition partners, and interagency and intergovernmental partners where a military capability is not readily available.

(c) Theater AFSBs

Theater AFSBs, in coordination with the supporting contracting support brigade, assists with contract management through forward deployment of AFSB LOGCAP professionals and contracting officers. The theater AFSBs work with ASCC and TSC planners and the supporting contracting support brigades to employ LOGCAP contractors in the strategic and operational support areas.

C. Army Prepositioned Stocks

The APS program constitutes one of the three legs of the Strategic Mobility Triad. The purposes of APS are twofold: to reduce the initial amount of strategic lift required to support CONUS-based power projection and to sustain the warfighter until sea lines of communication with CONUS are established and industrial base surge capacity is achieved. APS is owned by DA and is approved for release by Deputy Chief of Staff, G-3/5/7. APS is designed and resourced for Army use. Assets may be repositioned between or among theaters at the direction of HQDA depending on the current situation. APS consists of protected go-to-war assets. These stocks may not be used for purposes such as improving peacetime readiness, as maintenance floats, or for filling unit shortages.

1. APS Validation

The HQDA G-3 validates equipment requirements and establishes authorizations for unit sets and operational project stocks for prepositioning to satisfy ASCC operation plan requirements according to processes codified in AR 710-1.

2. APS Management

ASC, as a USAMC subordinate, manages APS by accounting for and maintaining equipment according to AR 750-1, AR 770-2, TM 38-470, and applicable -10/-20 technical manuals. ASC executes this mission through AFSBs and their subordinate AFSBns. AFSBns prepare all APS equipment for storage, provide COSIS, and issue from storage.

(a) Prepare for Storage

All equipment entering APS, be it initially (PM fielding, depot production, or lateral transfer) or from a release and return, must meet requirements to be prepared for storage as defined by TM 38-470. When returning equipment to APS under HQDA release and return authorization, the requestion ASCC and gaining tactical unit are responsible for meeting the conditions to return APS equipment to storage. Equipment is to enter storage in full mission-capable condition, current on required 10/20-level services, have all TMDE calibrations current, and all modification work orders and safety messages applied.

(b) Care of Supplies in Storage

AFSBns provide oversight of equipment while in storage through surveillance inspections. The focus while in storage is maintaining accountability of equipment and conducting maintenance services on equipment at the intervals prescribed by TM 38-470. It is critical to the success of COSIS to provide quality assurance oversight for those COSIS tasks outlined in TM 38-470. As APS is stored at forward locations, there may be host-nation labor force considerations when executing COSIS. AFSBns provide government in nature oversight of any contracted labor force as well as oversight of local national labor to ensure storage inspections and maintenance programs adhere to established requirements. ASC programs for funding all costs associated with the execution of COSIS.

(c) Issue from Storage

When HQDA authorizes release, AFSBns issue APS equipment to the supported ASCCs in support of major combat operations (operation plan/concept plan), small scale contingencies or national emergencies, an operational needs statement, peacetime emergency, or exercise support. In all cases, AFSBns issue APS in a supporting role to the TSC or ESC RSOI plan. TSCs and ESCs must be prepared to provide enabling support to the issuing AFSBn such as transportation, movement control, fuel, and munitions to assist the establishment of the equipment configuration and hand-off area.

i. Unit Sets. The transfer of equipment occurs as a supply transaction from ASC GCSS-Army accountability to the gaining tactical unit's property book and includes the entire UIC's equipment. The gaining tactical unit must utilize the Commander's Actionable Readiness Dashboard to conduct a property book equipment comparison between the gaining tactical unit's UIC and the donor APS UIC. The output of that comparison will be a list of equipment the deploying unit must bring to accompany troops to meet modified table of organization and equipment authorizations.

ii. Operational Project Stocks. Release of operational project stocks is a two-fold process. CL VII operational project stocks execute accountability transfer in GCSS-Army. All other classes of supply (less Class VII) require funded requisitions to release as those items are capitalized in the Army Working Capital Fund.

Appendix B

Logistics Readiness Centers

B-1. LRCs provide home station sustainment and power projection support. LRCs are integral to installation daily operations and deployment of forces from power projection platforms and MFGIs. AFSBs provide command and control of designated LRCs. LRCs provide logistics support to all units located on an installation and units operating within the LRC's designated support area.

B-2. The LRC develops plans and policies and exercises authority over all installation-level logistics activities including supply, services, logistics automated systems, maintenance, and transportation. AFSBs provide installation logistics and power projection capability through their AFSBns on divisional installations, and through direct-reporting LRCs on non-divisional installations. AFSBns and LRCs directly enable readiness, sustainment, and power projection to individual Soldiers and units operating within their designated support area. The key functions and responsibilities of the LRC include—

- Installation SSA.
- Installation transportation office.
- Transportation motor pool.
- Supply and services.
- Installation property book.
- Ammunition supply point (U.S. LRCs only).
- Central issue facility (and Clothing Initial Issue Point for TRADOC installations).
- Maintenance (U.S. LRCs only).
- Personal property office.
- Freight operations.
- Unit movement support.
- Dining facility and food service management and operations.
- Installation laundry services.
- Freight/rail arrival/departure airfield control group operations.
- Passenger travel and official travel.
- Garrison S-4 responsibilities including supply/property accountability and equipment maintenance of garrison equipment.

Note. Not all LRCs provide all the services identified above.

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Glossary

AFSB	Army field support brigade
AFSBn	Army field support battalion
AMCOM	United States Aviation and Missile Command
APS	Army prepositioned stocks
AR	Army regulation
ASA(ALT)	Assistant Secretary of the Army for Acquistion, Logistics, and Technology
ASC	Army Sustainment Command
ASCC	Army Service component command
ATP	Army techniques publication
CECOM	United States Army Communications-Electronics Command
CICO	classification and inspection company
CONUS	continental United States
COSIS	care of supplies in storage
DA	Department of the Army
DA Pam	Department of the Army pamphlet
DOD	Department of Defense
ESC	expeditionary sustainment command
FM	field manual
FRA	forward repair activity
FSR	field service representative
G-3	assistant chief of staff, operations
G-3/5	assistant chief of staff, operations and plans
G-3/5/7	assistant chief of staff, operations, plans, and training
G-4	assistant chief of staff, logistics
GCSS-Army	Global Combat Support System-Army
GSA	General Services Administration
HQDA	Headquarters, Department of the Army
JP	joint publication
LAP	Logistics Assistance Program
LAR	logistics assistance representative
LCMC	life cycle management command
LOGCAP	Logistics Civil Augmentation Program
LRC	logistics readiness center
LSE	logistics support element
LST	logistics support team
LSTR	lead system technical representative
MFGI	mobilization force generation installation
OPCON	operational control
PEO	program executive offices
PM	project manager
PMO	program management office
R3D	retrograde, retention, redistribution, and disposal

RSOI	reception, staging, onward movement, and integration
S-1	battalion or brigade personnel staff officer
S-4	battalion or brigade logistics staff officer
S-8	battalion or brigade financial management officer
SCR	senior command representative
SPO	support operations
SSA	supply support activity
TACOM	United States Army Tank-Automotive and Armaments Command
TDA	table of distribution and allowances
TM	technical manual
TMDE	test, measurement, and diagnostic equipment
TRADOC	United States Army Training and Doctrine Command
TSC	theater sustainment command
UIC	unit identification code
U.S.	United States
USAMC	United States Army Materiel Command

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06 January 2025

By Order of the Secretary of the Army:

RANDY A. GEORGE
General, United States Army
Chief of Staff

Official:



MARK F. AVERILL
Administrative Assistant
to the Secretary of the Army
2435309

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PIN:209466-000