

CECW-OE-P

Regulation
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Emergency Employment of Army and Other Resources
CORPS OF ENGINEERS
MOBILIZATION AND OPERATIONS PLANNING AND EXECUTION SYSTEMS
(CEMOPES)
THEATER OF OPERATIONS (TO)

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CHAPTER 1 INTRODUCTION

1-1. Purpose. The Corps of Engineers Mobilization and Operations Planning and Execution System (CEMOPES) - Theater of Operations (TO), is the U.S. Army Corps of Engineers (USACE) single integrated mobilization, deployment and execution planning system to support TO military contingencies. It is derived from the Army Mobilization and Operations Planning and Execution System (AMOPES) (AR 500-5) which, in turn, is based on the Joint Strategic Capabilities Plan (JSCP) which provides strategic planning guidance to the unified commanders and service chiefs.

1-2. Applicability. This regulation applies to HQUSACE and its major subordinate commands, districts, laboratories and field operating activities (FOA). It applies to USACE elements operating in support of military contingency operations outside the United States and its territories.

1-3. References. See Appendix A.

1-4. Explanation of Abbreviations and Terms. Appendix B provides a list of acronyms and terms used in this regulation.

1-5. Responsibilities. The responsibilities within the HQ and field organizations of USACE are as follows:

a. Commander, USACE. The Commander, USACE ensures that all Army major commands (MACOM) receive the technical support required in the acquisition of facilities whether by leasing, construction, repair or rehabilitation (AR 415-15). In addition, USACE is a designated Department of Defense (DOD) construction agent as prescribed in DOD Directive 4270.5, "Military Construction Responsibilities." The Commander, USACE:

(1) Approves all requests for control of USACE elements or organizations in the theater of operations.

(2) Signs all memoranda of agreement (MOA) for USACE.

(3) Authorizes the establishment of Corps-wide functional support teams (e.g., Contingency Real Estate Support Team (CREST), Water Detection Response Team (WDRT), etc.).

b. Director of Military Programs (D/MP). Within HQUSACE, the D/MP is the director for USACE military support operations. On behalf of the Commander, the D/MP is responsible for ensuring that adequate USACE resources are deployed from throughout the command and employed in theater. The D/MP:

(1) Reviews and recommends, to the Commander, the final command and control (C2) relationship within theater of the USACE command supporting the theater of operations.

(2) Is responsible for establishing the HQ crisis management team (CMT), as required, to conduct HQ operations in the Emergency Operations Center (EOC).

(3) Approves the use of the Logistics Civil Augmentation Program (LOGCAP) contract capability in the theater of operations.

(4) Approves the use of soldiers and equipment assigned to the 249th Engineer Battalion (Prime Power).

(5) Validates contingency funding requests by major subordinate commands (MSC) and coordinates resourcing with the Director of Resource Management. This is critical when the supported command does not provide the funding for initial USACE deployments and operations.

c. Director of Civil Works (D/CW). The D/CW is the USACE war planner, USACE readiness programs proponent, and CEMOPES proponent. The D/CW:

(1) Develops and disseminates military contingency planning guidance.

(2) Develops and defends USACE military readiness support programs to Headquarters, Department of the Army (HQDA).

(3) Prioritizes and distributes readiness resources (manpower and funding) to supporting Divisions and districts within the overall guidance provided by the USACE Executive Readiness Board (ERB).

(4) Is responsible for HQUSACE level reviews of subordinate command contingency plans and is the approval authority for all USACE district and Division theater support plans.

(5) Is the program manager for the Army Facilities Components System (AFCS) per AR 415-16 and in coordination with D/MP, is the program manager for the Logistics Civil Augmentation Program (LOGCAP) per AR 700-137. These responsibilities include programming, planning and budgeting activities; coordination with HQDA; USACE policy development; and activities associated with doctrine development.

(6) Provides EOC support to the D/MP and HQUSACE CMT.

(7) During exercises and operations, provides operational planning staff support (from CECW-OE-P) to the D/MP.

d. HQUSACE Directors. Directors of other HQUSACE directorates and heads of separate offices will:

(1) In coordination with CEMP-OE-P, provide guidance and training within their functional channels for support to contingency operations.

(2) Participate in theater support plan reviews to assure that their functional components are appropriately developed.

(3) Include support to contingency operations within their functional training courses, as appropriate.

(4) Provide appropriate staff representation on the HQ CMT.

e. USACE Division Commanders. The commanders of USACE Divisions have the following responsibilities:

(1) Disseminate planning and resourcing guidance to their districts with military contingency support responsibilities. Assure adequate district participation in the Joint Operation Planning and Execution System (JOPES) deliberate planning process; especially in the development of the Civil Engineering Support Plan (CESP) which is Appendix 5 to Annex D of the Operational Plan (OPLAN). Provide Commander, USACE (ATTN: CECW-OE-P) with a contingency plans development schedule by 30 September, annually.

(2) Review subordinate district theater mobilization and theater support plans for technical adequacy and supportability.

(3) Develop a Division component to the district support plan which delineates Division responsibilities and support within the theater support plan(s). Transmit plans ready for review and approval to Commander, USACE (ATTN: CECW-OE-P).

(4) Provide funding and planning support, and participate in exercises within the Division's area of responsibility (AOR).

(5) Develop a three-year MSC exercise program (including subordinate district commands) and provide to Commander, USACE (ATTN: CECW-OE-P) by 1 January of the year prior to the upcoming fiscal year. At a minimum, exercise data should include dates, level of participation, whether the exercise is Joint Chiefs of Staff sponsored, and funding requirements. Funding requirements should also be included in annual budget submissions.

f. The Huntsville Division Commander is responsible for the development and maintenance of the Army Facilities Components System (AFCS) and the Theater Construction Management System (TCMS). The commander has the following responsibilities:

(1) Maintain Army standard facilities planning data in support of OCONUS contingency operations.

(2) Develop and maintain Army standard drawings and design software which support engineers outside the Continental United States (OCONUS) contingency construction missions.

(3) Maintain and update TCMS.

(4) Provide TCMS-related support, as requested, to Army units and USACE elements which are preparing to deploy or are deployed to the theater of operations.

g. The Transatlantic Division Commander has the contracting officer responsibility for LOGCAP. The Division Commander is responsible for:

(1) Assuring the LOGCAP contractor is mission ready.

(2) Coordinating with and providing support, as requested to other USACE districts and Divisions with LOGCAP missions in support of OCONUS contingency operations.

h. USACE District Commanders¹. The commanders of USACE districts have the following responsibilities:

(1) Develop USACE support plans to theater contingency plans and forward to Division HQ for review and approval.

(2) Provide Division HQ with a plans development and plans activities schedule by 30 August, annually.

(3) Participate in military exercises within the district's area of responsibility (AOR). Districts will provide information on their anticipated annual exercise participation to Division HQ by 30 November of the year prior to the upcoming fiscal year.

(4) Coordinate with Division functional support team proponents for employment of and support to deployed teams as required by OPLANs and other contingency plans.

(5) Provide support for all USACE personnel deployed to the AOR. This includes personnel assigned to the USACE forward element as part of its mission and USACE personnel deployed temporarily to the AOR for a short term requirement (e.g., laboratory personnel deployed to support a technical requirement). The only exceptions are the 249th Engineer Battalion (Prime Power) units when they are deployed and placed under the operational control of a Joint Task Force (JTF) or the supporting Army component command.

(6) Provide military construction (MILCON) financial management and accounting services for those theater contingency projects funded from the Military Construction, Army (MCA) appropriation. Be prepared to provide a similar service for the MILCON funds of the other Services and DOD agencies.

i. U.S. Army Topographic Engineering Center (TEC). TEC has the following contingency support responsibilities:

¹For the purposes of this regulation, the requirements for district commanders also apply to the commanders of operating Divisions.

- (1) Produce special mapping and terrain related products.
- (2) Provide technical support to deployed and deploying topographical units, organizations, and activities.
- (3) Train personnel for participation in WDRT.

j. Other USACE field operating agencies (FOA). Develop contingency deployment plans for assigned functional support or team missions to the supported commander.

1-6. **Supplements.** Proposed subordinate command supplements to this regulation will be submitted to HQUSACE (ATTN: CECW-OE-P) for approval.

CHAPTER 2
COMMAND AND CONTROL IN THE THEATER OF OPERATIONS

2-1. USACE Support in Theater. USACE is a unique MACOM in three respects:

a. USACE has a DOD contract construction agent (CCA) execution mission to support the unified command commander in chief (CINC) and the service component commanders.

b. USACE is a stovepipe organization. The Commander, USACE, through the chain of command, has command and control of all USACE assets. The forward deployed USACE commander may provide augmentation to deployed engineer headquarters units.

c. In addition to its own execution missions, USACE provides general support to Army engineer units and direct support to Army support commands and engineer units with facilities and construction missions through USACE's TCMS and topographic engineer support responsibilities.

2-2. Command and Control (C2). The USACE forward deployed theater command can function in a number of C2 structures. The theater structure is determined by the CINC. The supporting USACE forward commander must play a role in advising the CINC and Army component commander in regards to the most effective place for the USACE forward command within the theater C2 structure. EP 500-1-2, USACE Support in the Theater of Operations discusses theater C2 and organization(s) for contingency missions.

a. It is the responsibility of the supporting USACE commander to advise the theater command on C2 for the USACE forward command given the anticipated missions and organizations to be supported.

b. The USACE major subordinate command (MSC) commander will then provide his recommendations on the USACE concept of operations, including C2, to the Commander, USACE as follows:

(1) In the deliberate planning process, the concept of operations and C2 are included in the support plan transmitted to CECW-OE-P.

(2) For crisis planning and preparation for deployment, the concept of operations and C2 are transmitted to the D/MP through the HQUSACE EOC.

c. Authority and approval for placing a USACE subordinate command under the operational control of another command resides solely with the Commander, USACE. With approval from the Commander, USACE; the USACE Division/district commander may create and place a USACE forward element² under the operational control (OPCON) of another command.

²For purposes of this regulation, the term "forward element" refers to the USACE organization operating in theater to support a contingency. The element may be a Division or district headquarters or a deployed team from one of those organizations.

CHAPTER 3
CONCEPT OF OPERATIONS

3-1. Theater Requirement for USACE Support. The USACE forward element commander may support multiple commands within the theater Army and other Service components regardless of the C2. The USACE forward element commander must provide support within the CINC's and component commander's priorities. Customer liaison is critical in refining their requirements and in reassuring customers that their requirements are being met within priorities and resources.

3-2. Theater Mission. The USACE forward element commander is responsible for the following:

a. Planning and design of theater facilities for contract construction consistent with theater policies and standards. Note that actual design and some of the planning may take place in and/or out of sector support area (split based operations).

b. Management of the contract construction program for those countries in which USACE has CCA responsibilities.

c. Quality assurance for contract construction and, upon request, troop construction.

d. Real estate planning, acquisition and disposal.

e. LOGCAP contract management within the AOR.

(1) Administrative Contracting Officer (ACO) for LOGCAP construction as in paragraph 3-2b, above.

(2) Providing technical support for logistics services provided by LOGCAP and, if required, a separate ACO for logistics services.

(3) Provide a project manager (PM) for the USACE LOGCAP contract in support of operations in the TO.

f. Facilitating technical support to users (troop and USACE) of TCMS.

g. All USACE personnel assigned in theater, including those assigned for a short term, specific requirement at the request of another command (e.g., a Corps laboratory mission) or a longer tour in support of any Corps functional mission (e.g., CREST, WDRT, etc.). This/her applies to a Prime Power reconnaissance team, but not a deployed Prime Power unit. The 249th Engineer Battalion (Prime Power) retains command of deployed units which are placed under the OPCON of the Army component command.

h. Providing USACE personnel for staff augmentation or liaison to CINC, JTF and Army component command staff engineers.

3-3. Organization in Support of Theater Missions. The supporting USACE command will establish time-phased deployment TDAs for a forward element HQ (HQ(Fwd)) and for out of sector support organization(s) (split-basing) in order to minimize the number of personnel in the immediate area of operations.

a. HQ(Fwd). The mission of the HQ(Fwd) is to coordinate with customers, support theater planning, execute contract construction and real estate acquisition/disposal missions, provide engineering assistance and provide technical support to users of USACE supported systems.

(1) The HQ(Fwd) will be, in many respects, a mini-district. Depending on the size of the operation and geographical span of operations, the HQ(Fwd) may establish a HQ collocated with the HQ (usually the Army component command) from which it receives its mission guidance. The purpose of USACE HQ(Fwd) is to provide C2 and administrative/logistics support to USACE mission execution elements and liaison to senior HQs.

(2) The HQ(Fwd) commander may establish field offices, subject to theater command³ approval, to effectively support mission execution.

(3) Advise theater commander on the proper appropriations needed to fund theater construction (see Appendix C).

³ The in-theater command from which the HQ(Fwd) receives guidance or has been assigned as OPCON.

b. USACE Rear Support. The parent district HQ will provide rear echelon technical support, financial management support, and command to the HQ(Fwd). While support to OCONUS military operations is the highest priority mission, the district or operating Division Commander will continue to support all other district missions.

(1) The commander of the executing district must determine which personnel are critical to initiation of contingency support operations and which are critical to continued HQ operations.

(2) The time phased deployment organization should designate deployed positions to be filled by the commander's own personnel and those positions to be filled with USACE augmentees from other commands.

(3) Financial management and accounting for all activities executed by USACE, in the area of operations, regardless of funding appropriation.

3-4. Theater Mission Support. The HQ(Fwd) commander is subject to all policies set by the CINC and the Army component commander. It is the district commander's responsibility to assure that all USACE personnel are prepared and that the HQ(Fwd) commander is properly resourced to meet the needs of the CINC.

a. Personnel identified for deployment are to be properly processed, equipped and trained prior to deploying.

b. Generally, USACE commanders will adhere to the Army theater of operations facilities standards as promulgated through the AFCS/TCMS. USACE commanders should be prepared to use other Service standards when requested to support other Services. The AFCS (TCMS provides supporting software which uses the AFCS data bases and standard designs) reflects current Army doctrine, facilities requirements criteria, and minimum theater safety standards.

(1) Theater commanders may require lesser quality of life standards or deviate from doctrine to meet operational requirements.

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(2) As a military contingency support system, AFCS (which is used through TCMS) does not necessarily follow building codes. AFCS designs have minimal factors of safety from both a structural and operational perspective. Commanders must take great care if consideration is given to reducing those safety standards. Questions about specific AFCS designs and factors of safety may be directed to either HQUSACE (CECW-OE-P) or the Huntsville Division AFCS Section per directions in TCMS.

CHAPTER 4 MISSION READINESS

4-1. Mission Support. USACE districts and Divisions with OCONUS support missions must be prepared to support TO contingency missions with little or no notice and to sustain USACE forward elements in theater (see para 4-3c for guidance on augmentation and support).

4-2. Equipment. The initial deploying USACE element must have an initial communications and automated data processing package to support in-country operations and communications with its parent HQ. Specific capabilities include the following:

a. The deployed USACE commander must be capable of communicating with all field elements, supported commands, contractors (including the LOGCAP contractor, if used) and parent HQ. The commander must have a secure communications capability with subordinate elements and parent HQ. A primary and alternate capability is required.

b. ADP must include TCMS. TCMS is crucial to the electronic exchange of data and plans with supported commands and with Army engineer units with planning and construction missions.

4-3. Personnel Readiness. Personnel must be preparation of replacements (POR) qualified and trained in the contingency standards relevant to their areas of expertise. They must also be trained on the deployable support equipment.

a. Initially deployable personnel must be pre-qualified for deployment. The only deferral component of this requirement is that which is unique to a particular country or a mission. Upon the deployment of the initial team, additional team members must be trained and qualified for reinforcement. The MSC commander with HQUSACE support, is responsible for establishing and maintaining theater-oriented training for not only his/her personnel but functional personnel pre-designated command-wide for deployment.

b. Team and functional training will be conducted annually in conjunction with exercises. Formal training courses are required for those personnel identified as initial deployers.

(1) USACE Divisions and districts with OCONUS missions are responsible for conducting training for their own personnel and any augmentation personnel from other USACE organizations.

(2) HQUSACE (CECW-OE-P), in coordination with functional staff proponents, is responsible for coordinating and resourcing Corps-wide training for augmentation personnel.

(3) HQUSACE will provide staff augmentation, as required, to support Division/district training. Requests for functional training (e.g., logistics, finance, contracting, etc.) will be made through functional channels. Requests for overall planning and support training will be made to CECW-OE-P.

(4) HQUSACE functional staff will provide, when applicable, instruction on TO contingency support within the functional USACE courses for which they are proponents.

c. Augmentation and Support.

(1) The MSC commander will provide augmentation and deployment support to the subordinate USACE district. Pending specific guidance from HQDA, the supporting USACE MSC will establish procedures for assuring POR qualification, whether through USACE capabilities, or at a designated military installation.

(2) Requests for augmentation will be forwarded to HQUSACE EOC for command-wide resourcing. District and Division commanders must assure that the necessary capability is in-place (with or without augmentation) to support both contingency requirements and other district mission program requirements. The supported CINC's Army component commander may request from HQDA, approval for the slippage or cancellation of a project(s) in his/her AOR which is determined not to be supportive of the concept of operations.

FOR THE COMMANDER:

3 Appendices
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