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**THEATER SUPPORT
COMMAND**

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THEATER SUPPORT COMMAND

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Preface

This manual provides authoritative doctrine by which the theater support command (TSC) supports a full range of military operations. This manual serves as the basis for TSC training, organization, and materiel development. It describes how the TSC provides operational-level support, and how it interfaces with strategic-level organizations and tactical forces.

Commanders and staffs assigned to a numbered Army, an Army service component command (ASCC), a TSC headquarters, or their subordinate units, are the intended audience for this field manual (FM). Because no two theaters of operation are the same, and conditions in any theater can change quickly, commanders must adapt the doctrine in this manual to the needs of the given theater. TSC staff members can use these guidelines to develop theater-unique procedures to support operations in their theater.

This FM implements relevant joint doctrine and incorporates lessons learned from recent operations. It conforms to Army capstone doctrine. Where appropriate, the manual references other doctrinal publications, such as FM 3-0 (FM 100-5), FM 3-93 (FM 100-7), FM 4-0 (FM 100-10), FM 4-01.4 (FM 100-10-1), FM 3-100.15 (FM 100-15), and FM 3-35 (FM 100-17) series manuals, as well as other Army capstone and joint manuals.

The proponent for this publication is Headquarters, U.S. Army Training and Doctrine Command (TRADOC). Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Support Command (CASCOM), ATTN: ATCL-CCD, Fort Lee, Virginia, 23801.

Throughout this publication the term “combat service support” is used in the context of the definition found in FM 3-0 (FM 100-5) and FM 4-0 (FM 100-10). This definition includes combat health support, personnel support, finance management operations, religious support, legal support supply, maintenance, explosive ordnance, transportation, and field services.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Chapter 1

The TSC Role in Army Operations

In full spectrum operations the theater support command (TSC) and other Army forces operate as part of a joint force and often within a multinational and interagency environment. This chapter discusses areas of operations (AOs) and the basic responsibilities of the Army in the theater, including joint and multinational considerations.

SECTION I – THEATER OPERATIONAL ENVIRONMENT

1-1. TSC planners first learn the geographic combatant command (COCOM) commander's intent and how he has structured the theater in which they are operating. They also understand the responsibilities the geographic combatant commander directs to the Army service component command (ASCC) commander and how he intends to support the geographic combatant commander's plan. The ASCC commander is specifically responsible for service-related U.S. Code

(U.S.C.) Title 10 tasks to prepare, train, equip, administer, and provide combat service support (CSS) to Army forces assigned or attached to combatant commands. The ASCC may also have many lead service responsibilities, which entail common-user logistics (CUL) support to other services, multinational forces, government agencies (OGAs), and/or nongovernmental organizations (NGOs). This section discusses these topics in general terms. FM 3-93 (FM 100-7) contains details about ASCC responsibilities.

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THEATER STRUCTURE

1-2. A theater is a geographical area outside the continental U.S. (OCONUS) for which a geographic combatant commander is assigned military responsibility. The command views a theater from the theater-strategic context, the level of international military cooperation required, or the degree of dedicated U.S. military resources necessary. These influence perspective Army operations in each theater. The theater is also referred to as the geographic combatant commander's area of responsibility (AOR).

1-3. To conduct operations within his geographic area of responsibility, the geographic combatant commander may designate a specific area within his AOR as a theater of war, theater of operations (TO), or a joint operations area (JOA). Commanders may use these terms independently or in conjunc-

tion with one another, depending on the needs of the operation. If used in conjunction, the theater of war would encompass the larger area with smaller TOs and JOAs within it. Joint publication (JP) 3-0 describes the criteria for each designation in more detail. This manual uses the more generic term AO to refer to any area where the commander may deploy TSC to conduct operations. The geographic combatant commander (or subordinate unified commander) maintains responsibility for the operations of U.S. forces in an AOR, or designates a joint task force (JTF) to command forces in a designated area. The ASCC provides Army forces (ARFOR) to the JFC/JTF to support those operations. FM 3-93 (FM 100-7) and JP 3-0 discuss theater organization.

COMBAT ZONE/COMMUNICATIONS ZONE

1-4. A combatant commander may divide the theater of operations into a combat zone (CZ) and a communications zone (COMMZ). The area required for combat operations is the CZ while the area outside the CZ—encompassing the lines of communication back to CONUS—is referred to as the COMMZ. TSC planners understand that if a geographic combatant commander determines these operational boundary definitions useful for a given operation, they may employ them. When they do use them, TSC planners recognize why they are used, and understand that elements of the TSC may operate in either zone. The TSC may provide support to the tactical level, especially during early entry operations. This requires entering the CZ.

1-5. The commander may designate the CZ for operational, political, or administrative reasons. Operationally, the CZ can serve as a normal geographic control measure for commanders to reference in giving orders. Politically, the commander may or may not designate the CZ to influence the desired public perception of ongoing operations. Administratively, he may designate the CZ as the defining criterion for the receipt of hazardous duty pay, tax exemption status, or other monetary incentives available to those deploying into the CZ. TSC planners should remember that this administrative usage might obligate the U.S. Government financially. It also may affect the Government's ability to employ contractors in the CZ.

THE ARMY IN AN AREA OF OPERATIONS

1-6. Each geographic combatant commander has a service component commander from each service-level organization (Army, Navy, Marine Corps, and Air Force). In order to fulfill its requirement to provide a service component commander, the Army uses an ASCC headquarters table of organization and equipment (TOE) structure (TOE 51001A00). These ASCC headquarters are apportioned one to each unified and subunified combatant command. The ASCC assigned to each geographic combatant commander supports him in all areas required under Title 10 U.S.C.

1-7. As part of this support, the ASCC commander designates a commander, ARFOR, to support each JFC/JTF. The ARFOR commander is the senior Army commander in the AO. The ARFOR commander might be the ASCC commander in a major theater war (MTW); or, he might be a lower-level commander, such as a corps commander, or a division commander in a smaller-scale contingency (SSC). The ARFOR commander executes those Title 10 U.S.C. service-specific responsibilities that the ASCC commander assigns in support of the JFC/JTF commander.

1-8. The ARFOR commander may be required to serve simultaneously as both commander of a JTF and ARFOR commander. This happens when the geographic combatant commander requires the ASCC commander to provide a major Army unit as the nucleus of the headquarters and the command element for a JTF. In these cases, each role carries distinct responsibilities to be approached separately. To balance the span of control, the ARFOR commander/JTF commander may elect to split his staff into separate Army and joint entities, or delegate routine ARFOR commander functions to the next senior Army commander in the AO. Only the ASCC commander, however, can transfer ARFOR commander responsibilities. This is because the ASCC commander is ultimately responsible to the Department of the Army (DA) for the Army's lead service and Title 10 U.S.C. support to the geographic combatant commander. Routine ARFOR commander functions include those regular communications through ASCC and DA channels that facilitate the provision of ARFOR to the JFC and their sustainment in the AO. Non-routine ARFOR commander functions would likely include military-political issues, serious incidents, and certain disciplinary matters. The ASCC commander determines the criteria for routine and non-routine functions.

1-9. The ARFOR commander leads Army forces in the AO in implementing the ASCC commander's responsibilities as assigned by the geographic combatant commander. These responsibilities include planning and executing operations to support the joint campaign, and executing support operations to sustain Army forces. They also include acting as the lead service for many tasks to support joint, interagency, and multinational entities.

1-10. The ARFOR commander commands the deployed portion of the TSC in a given AO. The TSC (Fwd)'s higher headquarters is the ARFOR headquarters. In an MTW scenario, the TSC would most likely report to the ASCC headquarters deputy commander for support. In other cases, where a division or corps is the ARFOR, the ARFOR commander may choose to delegate some CSS-related, and possibly some related ARFOR functions, to a separate operational-level support command. This Army organizational option is often desirable in operational scenarios where there are significant operational-level and/or CUL support requirements. In these operational situations, the ARFOR commander may appoint a single subordinate support commander responsible for executing operational-level Army and joint CUL requirements. This operational-level support command is formed around a major support headquarters that is separate and distinct from ARFOR's tactical-level support headquarters.

THE ARMY SERVICE COMPONENT COMMAND

The Three Armies

Third Army's focus on the three army roles changed over time based on METT-T. The initial focus was on its Army component command role to coordinate the joint and combined functions necessary to secure facilities to receive and sustain the arriving forces. Later, the focus was on a theater army to determine the forces needed and the order in which they were to deploy to the Arabian Peninsula. Finally, the focus was as a numbered field army to control combat forces during operations.

LTG John J. Yeosock, *Military Review*, September 1991

1-11. In support operations, as described in FM 3-0 (FM 100-5), the ASCC commander may designate the TSC commander as the ARFOR commander. This organizational option would most likely apply only in major support operations, such as humanitarian assistance operations, where the threat level is very low and logistical support is the main, and possibly the decisive, effort.

1-12. The Third Army's multiple roles in Operation Desert Shield/Storm reveal the complex responsibilities facing the Army service component command (ASCC) commander. Part of this responsibility involves a wide array of operational-level CSS functions and operations. Operational-level CSS focuses on theater support operations that involve force generation, force sustainment, and redeployment. Many of these ASCC CSS functions support ARFOR and other services, nations, and agencies when the ASCC has lead service responsibility. Key functions associated with the operational level include—

- Reception, staging, onward movement, and integration (RSO&I) of units, personnel, supplies, and equipment.
- Materiel management, movement control, and distribution management.
- Allocating, managing, and redeploying units and soldiers.
- Managing and conducting in-theater contracting to acquire supplies and services to support the mission.
- Reconstituting capabilities in accordance with the ASCC's guidance.
- Sustaining maintenance of Army theater assets that support the supply system.
- Establishing and managing medical facilities, and medical materiel management.
- Planning, coordinating, managing, and supervising the positioning and security of CSS activities.

1-13. These functions are crucial for conducting operations. A variety of sources contribute to these support functions. These include contractors, civilians, U.S. and multinational military organizations, and host nation (HN) resources. Operational CSS enables success at the tactical and operational levels of war.

1-14. The ASCC commander is responsible for providing the necessary capabilities required of Army forces assigned to a joint force. The Army support structure provides a phased expansion of capabilities and functions linked to mission requirements.

1-15. CSS operations continue to sustain forces throughout full spectrum operations, adapting as conditions change. At the operational level, they are a dominant factor in determining the nature and tempo of operations. CSS furnishes the means to execute the operational and strategic concepts.

SECTION II – SUPPORT OF JOINT AND MULTINATIONAL OPERATIONS

1-16. The JFC commander can organize forces in several different ways. The JFC directs operations through service component commanders (ARFOR

commander for the Army) or establishes functional commands. Such functional commands include a joint forces land component command (JFLCC) to provide centralized direction and control of all land operations. (See JP 0-2 and JP 4-07.) For CSS operations, the JFC assigns a lead service to provide CUL wherever possible, to avoid redundancy and achieve greater efficiency.

LEAD SERVICE RESPONSIBILITIES

1-17. The combatant commander assigns lead service CUL responsibilities, normally through the deliberate planning process, in order to achieve efficiencies and eliminate duplication. He usually assigns lead service responsibilities to the dominant user and/or most capable service for the particular common supply or service. In many cases, the lead service for CUL and other support within a joint or multinational force is an ARFOR responsibility. These lead service support functions may include—

- Class I, II (common), III (B), IV, VIII in-theater receipt, storage, and issue.
- Common land transportation and movement control.
- Rotary aircraft and vehicular medical evacuation.
- Transportation engineering for highway movements.
- Facility construction and repair.
- Finance, banking, and currency support.
- Legal support.
- Explosive ordnance disposal (EOD) support.
- Airdrop equipment and systems.
- Billeting, medical, and food service support for transient personnel during other than unit moves.
- Environmental management, to include handling hazardous materiel (HAZMAT).

1-18. The TSC executes many of the ARFOR commander's support responsibilities to other services. TSC planners assist ARFOR Assistant Chief of Staff, Logistics (G4) section planners in identifying all lead service CSS responsibilities (to include joint, multinational, and interagency responsibilities) as soon as possible so that scarce resources can be distributed throughout the force. TSC planners synchronize those support responsibilities falling to other Army theater-level commands with applicable portions of the distribution plan.

1-19. Those Army lead service responsibilities that may fall outside of the TSC's direct AOR still require support planning by the TSC staff because the TSC will often provide extensive support and manage the terrain where these functions occur. Examples of non-CSS lead service requirements include military police (MP)-related functions of civilian internee and enemy prisoner of war (EPW) support, chemical detection and decontamination, and communications support. ARFOR commander can retain these responsibilities or place them under a separate command element. JP 4-07 provides a full discussion of CUL.

EXECUTIVE AGENCY

1-20. The Secretary of Defense designated the Army as the executive agent for numerous Department of Defense (DOD) common support requirements. These DOD-level executive agent requirements relate to lead service responsibilities, but they are not one and the same. Executive agency refers to Secretary of Defense directives and instructions to one service department to provide specific categories of support to other service departments. Executive agency reduces redundancy across the DOD and assists the services in programming, planning, and budgeting. The term “executive agent” does not refer to any specific ASCC (or TSC) supporting a geographic combatant command; however, service department executive agency is considered when assigning lead service requirements within a particular joint operation. In many cases, lead service requirements will be closely related to the DOD executive agent requirements. Figure 1-1 lists the tasking documents for some current DOD executive agent joint logistic and administrative-related responsibilities that the Army provides on a long-term basis.

Tasking Document	
DODD 1300.22	<i>DOD Mortuary Affairs Policy.</i> 3 February 2000.
DODD 1315.6	<i>Responsibilities for Military Troop Construction Support of the Department of the Air Force Overseas.</i> 26 August 1978.
DODD 2310.1	<i>DOD Program for Enemy Prisoners of War (EPOW) and Other Detainees.</i> 18 August 1994
DODD 4140.25	<i>DOD Management Policy for Energy Commodities and Related Services.</i> 20 April 1999.
DODD 4500.9	<i>Transportation and Traffic Management.</i> 26 January 1989.
DODD 4525.6	<i>Single Manager for Military Postal Service.</i> 5 May 1980.
DODD 4705.1	<i>Management of Land-Based Water Resources in Support of Joint Contingency Operations.</i> 9 July 1992.
DODD 5030.49	<i>DOD Customs Inspection Program.</i> 6 January 1984.
DODD 5160.65	<i>Single Manager for Conventional Ammunition (SMCA).</i> 8 March 1995.
DODD 5515.8	<i>Single-Service Assignment of Responsibility for Processing of Claims.</i> 9 June 1990.
DODI 4140.50	<i>Management of DOD Locomotives.</i> 9 December 1982.

Figure 1-1. Army Responsibilities for Support to Other Services

MULTINATIONAL SUPPORT

1-21. Although each country is responsible for providing sustainment for the forces it deploys, varying degrees of CUL support in multinational operations can be expected in order to achieve economy of effort and avoid duplication. Just as for U.S. services, allies and coalition partners can delineate responsibilities among themselves based on theater requirements and the ability of each country to provide materiel and services. Unity of effort among multina-

tional CSS partners is essential. Selected CUL support, to include limited multinational command and control (C2) and/or management, is possible for some CSS functions, such as bulk fuel supply, contracting, movement control, and some services. Countries determine the types of multinational CUL support arrangements and organizational options on a case-by-case basis consistent with mission, enemy, terrain and weather, troops, time available, and civilian considerations (METT-TC) and the force command structure. For example, in operations where the United States is a leading player, the combatant commander may designate the U.S. force as the lead nation for selected CUL support to the entire joint force and/or as the role-specialist nation for a specific common item. A role specialist nation (RSN) is a nation that has agreed to assume responsibility for providing a particular class of supply or service for all or part of a multinational force. (See JP 4-07.) Routinely, the Army component of the U.S. force provides these CUL-related missions.

1-22. Multinational commanders also typically form multinational CSS staff sections to facilitate CSS coordination and support multinational operations. The multinational commander may also establish a multinational joint logistic center (MJLC) and/or multinational integrated logistics unit (MILU). It is possible for the commander to designate a TSC as the building block for a MILU or a MJLC, but in any case, the TSC will remain an Army service component organization.

1-23. Multinational CSS is a major challenge. Potential problem areas include cultural differences, differences in CSS doctrine, stockage levels, CSS mobility, interoperability, infrastructure, competition among services and alliance and/or multinational members for common support, environmental considerations, and national resource limitations. In addition, multinational CSS is subject to U.S. fiscal constraints. An accounting system may be required to ensure the appropriate nation or international agency is properly billed for the logistics it receives.

1-24. Although multinational CSS poses serious challenges, TSC planners must nevertheless develop mechanisms to accomplish the same level of asset reporting and visibility as required for U.S. forces. Achieving interoperability of equipment, through standard CSS systems, is desirable wherever possible. (See allied joint publication [AJP]-4[A] and allied logistic publication [ALP]-9[C].)

1-25. Many of the same mechanisms that work with joint operations will work in multinational operations; however, one aspect that requires special attention in multinational operations is contractor support. Each nation, and each service representing each nation, can obtain contracted support. The TSC planners plan their CSS operations to minimize competition for contracted support among the multinational partners and to ensure that contracted support is reasonably available to all participants. (See FM 4-100.2 [FM 100-10-2] for further information.)

SECTION III – EMERGING DOCTRINE

1-26. U.S. forces seek to dominate an expanded CZ through depth and simultaneous attack with a minimal number of deployed forces. This implies that future operations happen in a nonlinear, noncontiguous CZ; therefore, thea-

ter support forces will face vast challenges. They will have to meet simultaneous demands across a potentially large CZ with a reduced CSS force presence. They can accomplish this only with an agile system in which the distribution flow suffers no breaks in the seams between levels. As the Army emphasizes even more rapid deployment timeliness, the requirement to have a capable, yet limited in size, operational-level support element up front in the deployment sequence becomes even more critical. The ARFOR headquarters and the supporting TSC lead the opening of the AO in every possible case that offers permissive entry.

1-27. CSS transformation is much more than putting new technology on top of old processes. It requires that U.S. forces be capable of rapidly deploying to support current and future forces, effectively sustaining the full spectrum of Army operations and synchronizing Army and joint efforts. The Army G4's CS/CSS transformation charter has a three-fold goal:

- Enhance strategic responsiveness to meet deployment timeliness.
- Reduce CS/CSS footprint in the CZ.
- Reduce logistics costs without reducing warfighting capability and readiness.

1-28. Enhancing strategic responsiveness requires cultural change to Army business practices. Common unit designs are one example of such change. Common unit designs create modules that can be deployed based on METT-TC rather than deploying entire units. Standardized loads that derive from modular designs also maximize lift capabilities.

1-29. The Army increasingly leverages contracted and HN support assets, develops split-based operations, and uses intermediate staging bases (ISBs) only when they present an operational (versus logistical) advantage. These are some of the key aspects of reducing the U.S. Army CS/CSS footprint in the AO, and are the cornerstones of CSS reach operations as discussed in FM 4-0 (FM 100-10).

1-30. The objective automated environment greatly enhances the ability of the TSC commander and staff to communicate status and near-term capabilities to force commanders, as well as to anticipate requirements. It includes a full set of sensors within weapon system platforms that report weapon status in terms of readiness, required maintenance, fuel, manning, and ammunition. The staff transmits this information to either the Global Combat Support System-Army (GCSS-Army) or Combat Service Support Control System (CSSCS) or both, depending on the specific information. GCSS-Army updates CSSCS as frequently as required.

1-31. One facet of the Army Transformation is the Stryker Brigade Combat Team (SBCT). This brigade contains an organic brigade support battalion (BSB) that provides direct support to the brigade. The BSB headquarters consolidates many of the CSS functions for command and control. The TSC support operations section may be required to synchronize tactical support to BSB operations. In the early stages of an SSC, the BSB may link directly into the TSC (Fwd) for direct support. This implies that the TSC (Fwd) may be required to provide temporary tactical-level sustainment, as well as operational-level support interface for the SBCT during early entry operations.

Developers envisioned this potential for interim tactical-level sustainment from the beginning.

1-32. One of the key techniques to support the SBCT and other organizations is the operational role of the ISB. U.S. military forces have used some type of ISB throughout the history of deployed operations. Emerging discussion of the ISB modifies the existing paradigm of RSO&I to reception, staging, integration, and onward movement (RSI&O) at the ISB in order to meet the needs of Army and U.S. forces in an era of accelerated force projection operations. As movement capabilities improve, the R, S, and I functions may be performed as far back, or as early as the CONUS deployment platform, thus eliminating the need for an ISB. Until that can be accomplished, remolding the ISB is critical because the pace required of the Army's deployment process has increased significantly. Movement operations that once took months now must be done in days. Using an ISB in this context offers the ability to optimize the balance between strategic and intra-theater transportation.

1-33. The implications for the TSC are that it will have to plan for split-based operations. A portion of the TSC headquarters, such as the early entry module (EEM), may deploy to the AO, while a rear section operates from the ISB or from CONUS. Army planners are already considering this in many theaters at present.

1-34. The Army is developing and maximizing the use of strategic mobility enablers. This effort includes developing and improving automation capabilities and CONUS/theater infrastructure; pre-positioning required support to minimize lift requirements; leveraging technology to build high-speed/ultra-large sealift and airlift capabilities; improving support infrastructures; and leveraging future technologies to develop precision munitions, fuel efficient engines, and built-in prognostics and diagnostics technology.

Chapter 2

Mission and Organization

This chapter describes the TSC mission and structure. It covers some of the considerations and options for task organizing the TSC in an AO, and gives basic information on those units and agencies that have elements attached to a TSC or with which the TSC may have to synchronize support.

Commanders visualize battlespace and arrange forces according to purpose, time, and space to accomplish a given mission. The purpose-based framework centers on decisive, shaping, and sustaining operations (See FM 3-0 [FM 100-5]). The TSC, or any of its subordinate elements, may serve any one of these three purposes for a given operation. For example, the TSC may be the force of choice for decisive operations during humanitarian assistance or a stability operation. In all cases in which it is employed, the TSC is involved in sustaining operations. Sustaining operations include CSS, rear area and base security, movement control, terrain management, and infrastructure development.

CSS encompasses those activities at all levels of war that generate and maintain forces on the battlefield. Rear area and base security include measures a military unit, an activity, or an installation takes to defend and protect it against all acts designed to impair—or threaten to impair—its effectiveness. Terrain management includes allocating terrain, designating assembly areas, and specifying locations for units and activities. Chapter 6 discusses rear area and base security and terrain management as they relate to the TSC. Infrastructure development applies to all fixed and permanent installations, fabrications, or facilities that support and control military forces. Infrastructure development is primarily an engineer function. The TSC provides requirements to the senior engineer organization.

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SECTION I – MISSIONS AND TASKS

2-1. The TSC is a multifunctional support headquarters (TOE 63702A000) that works at the operational level with links to strategic- and tactical-level support organizations and agencies. The ASCC commander supervises the TSC's peacetime contingency planning. When the TSC, or any part of it, deploys to an AO, it reports to the commander, Army forces. The ARFOR commander may be the ASCC commander or a lower-level commander depending on the scale of operations. During peacetime planning the ASCC commander provides guidance for the types of combat support (CS) and CSS capabilities that may be attached to the TSC for a given contingency. This is done in accordance with the Joint Operations Planning and Execution System (JOPES). (See Chairman of the Joint Chiefs of Staff Manual [CJCSM] 3122.03.)

2-2. The TSC has some permanently assigned major subordinate units. The ASCC commander may attach other units to the TSC for specific operations. Support requirements at the operational-level vary considerably depending on the type of operations and the scale of the deployment. The ASCC commander has the flexibility to tailor the support presence in the AO appropriately.

MISSION

2-3. The mission of the TSC is to maximize throughput and follow-on sustainment of Army forces and other supported elements regardless of the scale of operations. Throughput in this sense means that the TSC ensures that unit personnel, unit equipment, and commodities move to their point of employment with a minimum number of intervening stops and transfers. For this reason the TSC establishes command of support operations and control of the distribution system before those elements arrive in the AO. (Chapters 4 and 5 provide more detail on support and distribution operations.) The TSC provides area support to the operational-level units in the AOs and overall sustainment support to Army forces. This support may include interim tactical-level support to early deploying corps and divisional elements. The TSC also executes those lead service CUL support requirements that the ASCC commander assigns.

2-4. The TSC commander has a vital interest in the security and terrain management of the rear area. Depending on the joint force commander (JFC) and ARFOR commander decisions, the TSC responsibility may range from the inherent responsibility for the internal security of TSC elements to being formally designated as the joint rear area coordinator (JRAC). Chapter 6 of this manual and JP 3-10 give more detail on security and terrain management.

KEY TASKS

2-5. The UJTL contains guidance for developing the TSC's METL during the deliberate planning process. The ASCC commander approves the TSC's METL. The TSC develops its battle-focused mission essential task list (METL) as described in FM 7-0 (FM 25-100) based on guidance from its ASCC higher headquarters. The TSC's METL developers consider those spe-

cific UJTL tasks that support the Army's lead service responsibilities (CJCSM 3500.04C). These tasks are either stated or implied in the ASCC and geographic combatant command war plans. The TSC performs primarily UJTL tasks in its support operations. However, some tactical-level tasks covered in the Army Universal Task List (AUTL) (FM 7-15), may also apply because the TSC provides interim tactical support and the TSC's subordinate units will perform tactical-level support tasks. In addition, the TSC performs functions to support the Army's lead service responsibilities. Figure 2-1 lists sample UJTL tasks/subtasks that the TSC performs.

UNIVERSAL JOINT TASK LIST (UJTL), CJCSM 3500.04

- OP 1 Conduct Operational Movement and Maneuver. (Selected sub-tasks.)
 - OP 1.1 Conduct Operational Movement.
 - OP 1.3 Provide Operational Mobility. (Selected sub-tasks.)
 - OP 1.5 Conduct Operationally Significant Areas. (Selected sub-tasks; for example, OP 1.5.5 Assist Host Nation in Populace and Resource Control.)
- OP 4 Provide Operational Logistics and Personnel Support. (This is the primary area of interest for the TSC and the specialized commands.)
- OP 5 Provide Operational Command and Control. (Selected sub-tasks.)
- OP 6 Provide Operational Force Protection. (Selected sub-tasks in this area may apply to the TSC depending on the scope of rear area responsibilities given to the TSC. See Chapter 6.)
- TA 4 Perform Logistics and Combat Support. (These tasks apply to the TSC when supporting tactical-level units during theater build-up.)
- TA 6 Protect the Force. (Selected sub-tasks in this area may apply to the TSC depending on the scale of the operation and the scope of rear area responsibilities given to the TSC.)

Figure 2-1. Sample TSC UJTL Tasks

2-6. The logistics component of OP 4, Provide Operational Logistics and Personnel Support, centers on the TSC's core functions. If so directed, the TSC commander also serves as the ARFOR commander's single commander of operational-level logistics and other related CSS and CS functions. When this occurs, the ASCC commander considers a greater range of tasks to the TSC and ensures that the TSC is augmented with the necessary assigned and attached capabilities.

SECTION II – ORGANIZATIONAL OPTIONS

2-7. This section describes the TSC's command relationships within an AO. It continues and expands on the discussion presented in Chapter 1 to show specifically where the TSC assists in a joint force and in an ARFOR. It also explains the general process for tailoring the structure of a TSC within an AO.

2-8. TSC functions are integral to the RSO&I of Army forces and the overall sustainment of U.S. forces in an AO. The TSC participates in the deployment process as a deploying element and as a support planner assisting the ASCC commander. The TSC is capable of supporting deployments across the entire spectrum of operations. The TSC is a modular organization that can deploy incrementally into an AO to command and control various operational-level support functions. (Chapter 8 focuses on the modular deployment of the TSC and its downtraced elements.) The ASCC commander determines the composition and flow of TSC elements into an AO. Within an AO, the ARFOR commander determines the scope of TSC responsibilities over the array of operational-level support functions, based on the ASCC commander's plan and subsequent guidance.

HIGHER HEADQUARTERS

2-9. The burden on the ARFOR staff varies depending on the missions and roles assigned by the JFC. Within an AO, the ARFOR commander may serve in the singular capacity of a service component commander. The top portion of Figure 2-2 depicts this arrangement with the TSC commander reporting to the ARFOR commander if the TSC is the operational-level support command. The ARFOR commander may also serve in a dual role as the service component commander and either the JTF commander or the JFLCC. Figure 2-2 shows possible arrangements with the ARFOR commander as component commander under the JFC and as the JFLCC.

2-10. The Functional Component Alignment portion of Figure 2-2 does not show the service component commands (ARFOR, Air Force forces [AFFOR], Navy forces [NAVFOR], and Marine forces [MARFOR]). However, these service component commands are still present and supporting the JFC in their respective service component roles. In most cases, a service component commander is serving a dual role as a functional component commander. The service component commanders still exercise the full range of command over their respective component elements, perhaps less operational control (OPCON) or tactical control (TACON), as directed by the JFC. The point in Figure 2-2 is that the TSC remains under the ARFOR commander, while it may provide lead service CUL support throughout the JOA.

TSC TASK ORGANIZATION

2-11. The discussion below describes the organization of the TSC in terms of the forces and capabilities allocated to the TSC and the general options for task organizing the TSC. The discussion envisions two distinct sets of activities. The first set occurs during predeployment whenever the TSC conducts planning at its home station in anticipation of deployment/employment. The ASCC commander determines which forces and capabilities will be under the direction of the TSC along with the respective command relationships. The second set occurs during employment whenever the TSC is in an AO and is performing its mission under the ARFOR commander.

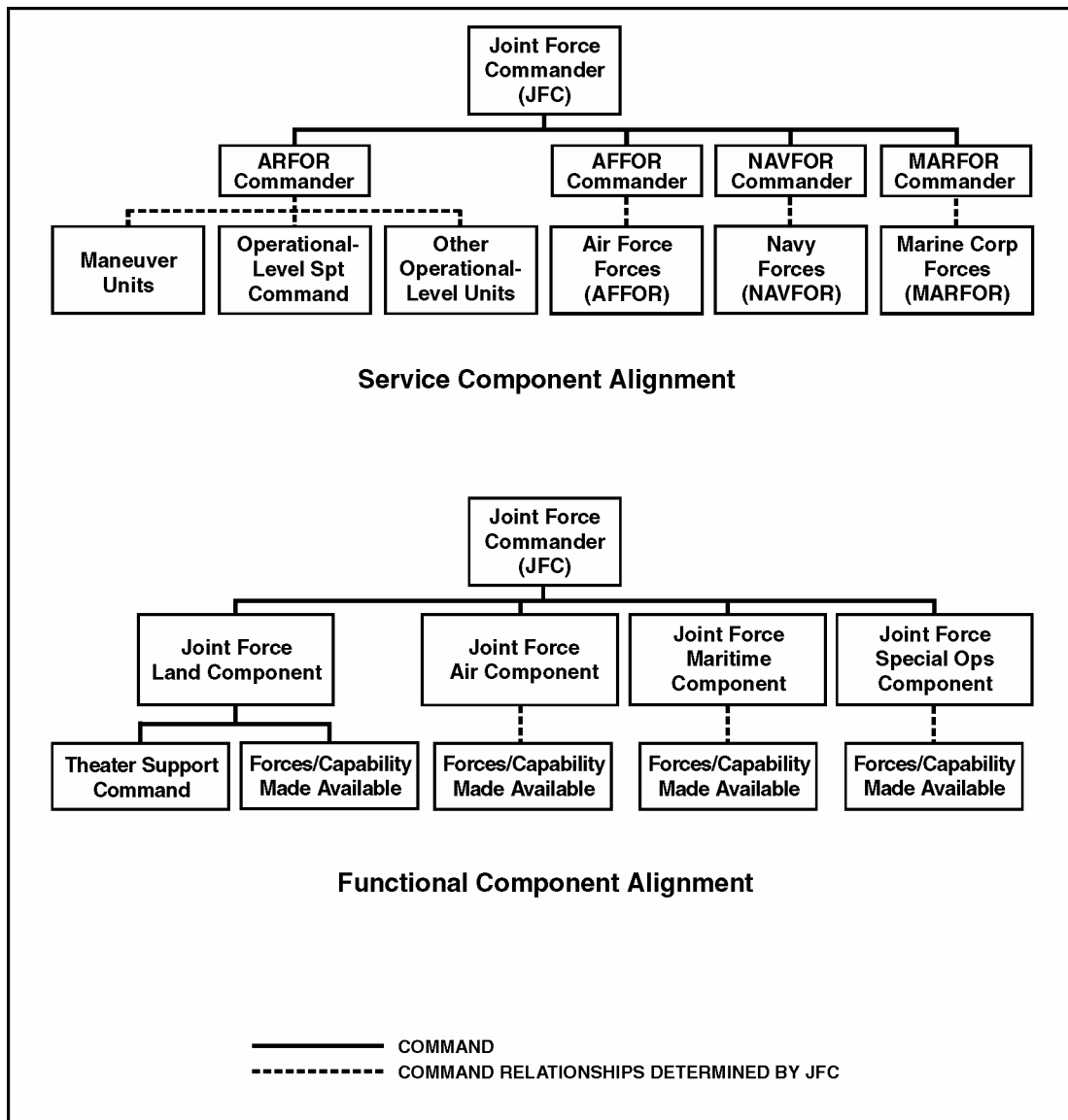


Figure 2-2. TSC Relationships

2-12. In predeployment planning, the TSC commander directs his staff to prepare estimates based on the ASCC commander's mission guidance for specified contingency operations. These estimates include a restated TSC mission with a list of specified and implied tasks the TSC performs. The TSC staff's analysis results in a list of recommended forces and capabilities the TSC requires performing those tasks. (See JP 3-05.1, CJCSM 3122.01, CJCSM 3122.03, and FM 5-0 (FM 101-5) for doctrinal staff planning procedures and enumerated tasks.) Each ASCC commander establishes standing operating procedures (SOP) that govern the sequence of planning and trans-

acting of staff products. The relative time available affects each planning process.

2-13. The ASCC commander approves, with or without modification, the recommended list of forces and capabilities required supporting the operation and the appropriate C2 relationships. This determination depends on which operational-level tasks the ARFOR commander performs directly, and which he delegates to the TSC commander or some other subordinate commander of the ARFOR commander. The ASCC commander has complete flexibility in this regard. Some operational-level CSS and related CS forces may be attached to the TSC, some may be attached less OPCON, and some may remain under the ARFOR commander with specified general support (GS) or direct support (DS) relationships to the TSC. The specific C2 relationships are always clarified in orders; however, METT-TC analysis guides the specific arrangement.

2-14. Once the commander determines the forces and capabilities for the TSC, the TSC commander task organizes the TSC within the limits of the designated C2 authorities to accomplish the missions assigned by the ASCC commander. Task organizing the TSC is dynamic in that it accounts for the sequencing in which capabilities are made available to the ARFOR commander in the AO, as well as aligning forces under the TSC. The TSC does this by designating the parts of its subordinate units that deploy in each phase of an operation. Subordinate units deploy in modular elements, as does the TSC headquarters, to optimize use of strategic transportation and minimize the CSS footprint in the AO. The TSC recommends to the ASCC commander the appropriate time-phased force and deployment data (TPFDD) based on this task organization. The ASCC commander approves or modifies the recommended TPFDD for the TSC and submits it to the supported geographic combatant commander for approval.

2-15. During employment, TSC elements are in the AO and the TSC commander is supporting the ARFOR commander in accordance with the ASCC commander's plan. The ARFOR commander assesses TSC missions and organization based on the ground situation, and makes adjustments within the parameters of the ASCC commander's intent and guidance. This is a dynamic process in that the span of control and the support requirements change with the arrival and departure of each deploying or redeploying unit and with the tactical-operational situation.

2-16. Section IV below provides more detail on the types of units typically found in a TSC. Logistics units such as area support groups (ASGs), petroleum units, ammunition units, and maintenance units are routinely attached to the TSC. Other specialized units, such as selected MP units and civil affairs (CA) units, may be attached. However, their specific relationships may be further qualified as needed depending on the scope of the TSC's support responsibility.

2-17. The discussion in the remainder of this section relates mainly to five Army specialized commands: transportation command (TRANSCOM), personnel command (PERSCOM), finance command (FINCOM), medical command (MEDCOM), and engineer command (ENCOM). In organizing the TSC, the ASCC commander may elect to reduce his span of C2 over these special-

ized commands. If he does, he has available to him the three command relationships spelled out in FM 5-0 (FM 101-5) and defined in FM 1-02 (FM 101-5-1)—attachment, OPCON, and TACON. In brief, these relationships are defined as follows:

- Attachment is the placement of units in an organization where such placement is relatively temporary. Subject to limitations imposed by the attachment order, the commander of the organization receiving the attachment has the responsibility to provide the attached units with sustainment support beyond their organic capabilities.
- OPCON is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction of military operations and joint training necessary to accomplish missions assigned to the command. In the Army, a unit OPCON to a command/unit continues to receive logistics support from its parent unit.
- TACON in the Army allows commanders to apply force and direct the tactical use of logistics assets but does not provide authority to change organizational structure or direct administrative and logistical support. As with the OPCON relationship, the parent unit retains responsibility for logistics support to a unit under the TACON of another unit.

2-18. FM 5-0 (FM 101-5) defines command as, "...the authority a commander in military service lawfully exercises over subordinates by virtue of rank and assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions."

2-19. In structuring his operational-level support force, the ARFOR commander retains command of the tailored TSC attached to his command by the ASCC commander. For the specialized commands, the ASCC commander has two basic command options. He may designate C2 of those organizations to the ARFOR commander, or he may delegate it to the TSC using one of the three options in Army doctrine (i.e., attachment, OPCON, or TACON). Typically when the ASCC commander decides to delegate command of one or more of the specialized support commands to the TSC, the most appropriate of the three relationships is attachment. Among other considerations, attachment includes responsibility for logistics support, while OPCON and TACON do not. The ARFOR commander may adjust these command relationships during operations in accordance with ASCC commander's guidance.

2-20. Regardless of the option the ASCC commander chooses for the specialized commands, they retain technical linkages with their respective national provider-level command and ASCC staff principals in order to execute their ASCC special staff functions. The ASCC commander considers the effect on these links when specifying the command relationship. He may place any restriction on an attachment order that he believes is necessary to facilitate provision of support.

2-21. Figure 2-3 represents a notional ARFOR structure in an AO. The relevant features for TSC are the operational-level support command box and the specialized commands boxes. The figure indicates that the ARFOR commander has placed forces under the command of an operational-level support headquarters. The ARFOR commander chooses the most capable support headquarters to form this command. This headquarters may be a TSC or the headquarters of the one of the specialized commands, such as the ENCOM or MEDCOM, in operational situations where those functions carry the main support effort. Even in situations where the TSC is not the lead support headquarters, the TSC often deploys selected TSC staff and/or subordinate units to augment the ARFOR support forces.

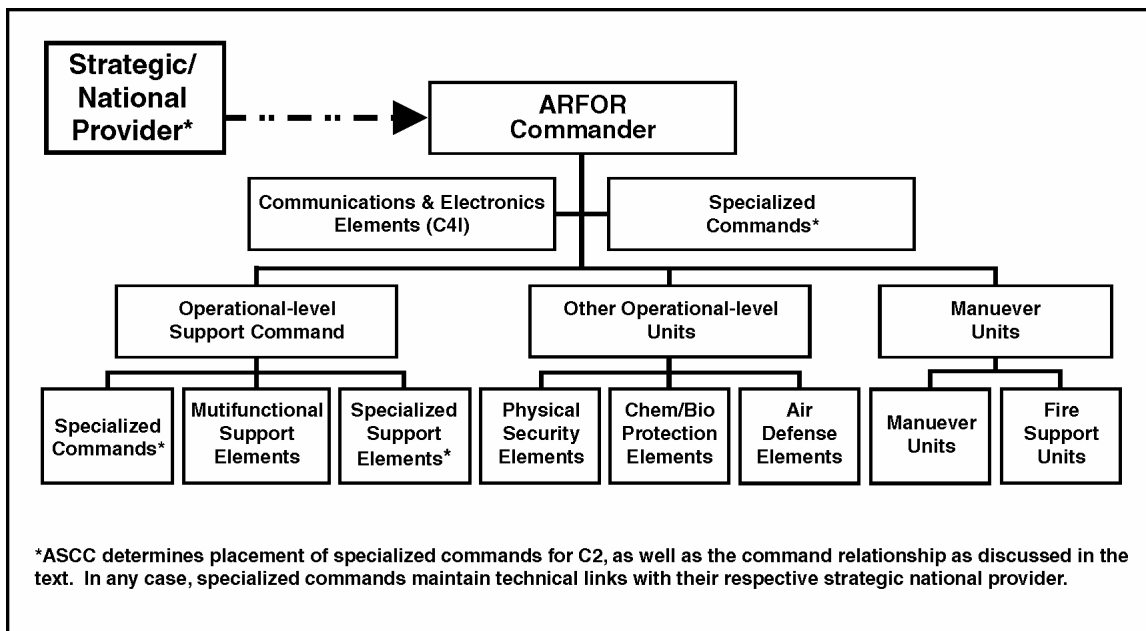


Figure 2-3. Notional ARFOR Structure During Operations

2-22. When the ASCC commander chooses not to place the specialized commands under the TSC, there is formal coordination between them for several reasons. First, the ARFOR commander will likely designate the TSC to provide DS-level logistics (life support) to elements of the commands operating in the AOs. In addition, the TSC provides many of the resources that the specialized commands may need to use to fulfill their missions. This is especially true in the area of distribution. Even with no formal command relationship, a specialized command provides a liaison cell to the TSC's support operations section to help synchronize Army operational-level distribution operations. Chapter 4 discusses this in more detail.

2-23. If the ARFOR commander attaches a specialized command to the TSC without further qualification, the TSC commander assumes responsibility for the specialized command's operational mission and all other support responsibilities. However, the ARFOR commander may attach the specialized command to the TSC, but retain OPCON at the ARFOR commander level. In this

case, the TSC commander does not have responsibility for the specialized command's operational mission. In this attached less OPCON relationship, the TSC commander retains responsibility for—

- Administration and support.
- Control of resources and equipment.
- Personnel management.
- Logistics support.
- Individual and unit training.
- Readiness reporting.
- Mobilization and demobilization planning and execution.
- Discipline.

2-24. In addition, under this C2 relationship the specialized command positions its units in accordance with the ARFOR commander's concept of support and in coordination with the TSC to achieve maximum efficiency in distribution. The specialized command establishes its mission priorities in accordance with ARFOR commander guidance.

2-25. The specialized command receives operational mission guidance directly from the ARFOR staff and/or the national provider-level command. For example, a PERSCOM attached to a TSC less OPCON receives operational guidance from the ARFOR commander and his Assistant Chief of Staff, Personnel (G1), and technical guidance from the DA deputy chief of staff for personnel; the Headquarters, Department of the Army PERSCOM; and the adjutant general. Other commands operating under the attached less OPCON C2 relationship would maintain similar links to the ARFOR staff and their appropriate national provider-level organization. The ARFOR commander retains authority to task organize the specialized command, and the specialized commander retains the authority and responsibility to task organize his subordinate units. The ARFOR commander, specialized commanders, and TSC commander coordinate to ensure that specialized units are positioned for efficient distribution operations, logistic support, and local security.

2-26. Though a specialized commander maintains the technical and operational links described above, all distribution-related support activities are coordinated with the TSC support operations staff. This coordination is important because the TSC commander is overall responsible for the Army portion of theater distribution (as discussed in Chapter 5). The support operations section's distribution management center synchronizes the efforts of the various CSS and CS organizations that relate to these operations. Specialized commanders provide coordination cells to the support operations section of the TSC to ensure this integration.

2-27. An attached less OPCON relationship may be most suitable when the ARFOR commander desires direct influence over a specific specialized capability. An example of this may be in early stages of a force projection operation or throughout an SSC when the ARFOR commander wants direct C2 over these units.

2-28. If the ARFOR commander chooses either to attach a command to the TSC or to the TSC less OPCON, he may change the C2 relationship later in the operation as the theater matures. The ARFOR commander, TSC, and specialized commanders plan such a transition carefully to ensure the new structure has all the resources required to do its mission while at the same time making sure the TSC can still synchronize the support functions for which it is responsible. In a forward presence theater during peacetime and during operations in which the ASCC is the ARFOR commander, specialized commands normally remain under the direct C2 of the ASCC.

DESIGN CHARACTERISTICS

2-29. The TSC has a number of characteristics that enhance its ability to provide or coordinate for support within an AO. These characteristics are explained below:

- Unity of command/unity of effort. The TSC can enhance unity of command for support operations under the ARFOR commander. It can help synchronize logistics and other support in the AO by having logistics and other related CSS and CS organizations under a single commander if the ARFOR commander determines this will enhance support to the force. Also, the TSC can help synchronize support operations of all the ARFOR commander's lead service support responsibilities to the joint force. Because it is flexible and expandable, the TSC can integrate liaison teams from the Air Force, Navy, and Marine Corps into its support operations structure as required. When the TSC is operating in a multinational/interagency environment, synchronizing support becomes more complex. The TSC staff prepares to accommodate multinational forces' support operations staff elements and procedures and to employ support capabilities of multinational forces when authorized to do so by the ARFOR commander and the JFC. This may require trained support staff liaison personnel from the multinational forces to assist in coordinating their procedures with U.S. Army procedures. Similar considerations apply to interagency operations.
- Battle-rostered positions. Personnel who perform TSC early-entry operations are predesignated on battle rosters. This helps ensure immediate availability and responsiveness when emergencies arise.
- Use of DOD civilians. Elements from several strategic-level CSS organizations—such as the U.S. Army Materiel Command (USAMC), Defense Personnel Support Center (DPSC), and Defense Energy Support Center (DESC)—may deploy under the command of the TSC or collocate with it. Many personnel from these organizations are DOD civilians battle-rostered and trained for operating in overseas locations under adverse conditions.
- Split-based operations. Split-based operations are defined as operations that deploy only the required portions of a CSS management organization to an AO. The remaining personnel and equipment stay behind and support operations from the home station, relying on modern communications and automation systems to provide required information to deployed elements. Split-based operations reduce strategic-lift requirements and reduce in-theater support requirements.

- Modular, expandable, and deployable units. Modularity allows specialized support capabilities to match mission requirements. Only those capabilities for a particular mission deploy to the AO. If the force needs additional personnel or capabilities later, the commander can deploy them. Conversely, personnel and equipment no longer required can re-deploy back to the home station or to other locations.
- Enhanced strategic/operational interfaces. Positioning cells and personnel from CONUS-based support organizations within the TSC creates an efficient interface between the ARFOR and the strategic support structure. The interface is between deployed elements of the TSC and the CONUS-based strategic support structures.
- Enhanced training and transition to war. Having dedicated battle-rostered personnel allows for realistic training and exercises. Soldiers and civilians can train in peacetime for missions they will do during crises. Consequently, the transition from peacetime operations to war or stability operations or support operations becomes smooth and effective.
- Centralized distribution management. A distribution management center (DMC) is organic to the TSC. The DMC, discussed in detail in Chapter 5, provides staff supervision over the TSC materiel management center (MMC) and movement control agency (MCA). It also assists in coordinating medical materiel distribution through the medical logistics management center (MLMC) Chapter 5 describes.

SECTION III – OPERATIONAL-LEVEL COMBAT SERVICE SUPPORT

2-30. JP 4-0 and FM 4-0 (FM 100-10) identify three levels of CSS—strategic, operational, and tactical. Each level provides critical yet different types of support. Strategic- and operational-level CSS supports wars, contingencies, campaigns, and major operations. Tactical CSS supports battles and engagements. This section discusses the role of the TSC in force projection operations.

2-31. Given the range of responsibilities confronting the ARFOR commander, it is often necessary to consolidate and delegate selected responsibilities to subordinate commands. The TSC is uniquely designed to execute many of the CSS responsibilities for the ARFOR commander. During theater opening, the TSC focuses primarily on supporting RSO&I. As the AO matures, the TSC shifts focus to sustaining operations.

DEPLOYMENT

2-32. The ARFOR commander receives deploying forces, stages them, moves them forward, and integrates them into the theater structure. RSO&I is critical to successful force projection. RSO&I is complete when deploying units are determined combat effective by the operational commander. The ARFOR commander, based on guidance from the geographic combatant commander/JFC, determines the necessary level of combat effectiveness and the indices for determining this level. The TSC and other units track the build-up of the force by providing appropriate reports. The operational commander retains responsibility to track and report through operational

channels the build-up of combat capabilities. FM 4-01.8 (FM 100-17-3) contains a detailed description of the RSO&I process.

2-33. To meet requirements in this process, the Army developed a modular concept for opening theaters in which the TSC is a critical component. Modularity involves incrementally deploying only the minimum capabilities required to an AO. This is the basis of the theater force-opening package (TFOP) discussed in Chapter 7. The TSC early entry module (EEM) provides C2 for many of the elements initially conducting RSO&I as directed by the ARFOR commander.

2-34. Some of the functions that TFOP elements under the TSC C2 EEM may have to perform include—

- Coordinate with strategic- and operational-level headquarters, such as the geographic combatant commander/JFC, the ASCC, the ARFOR headquarters, U.S. Transportation Command (USTRANSCOM), Defense Logistics Agency (DLA), USAMC, and the U.S. Army Medical Materiel Agency (USAMMA). (Section IV below contains more detail about the role of each of these headquarters.)
- Assess and acquire available HN infrastructure capabilities and contracted support.
- Establish the required elements of the Army distribution system (as directed by the ARFOR commander).
- Coordinate the establishment of required reception capabilities.
- Establish and operate staging areas and or bases.
- Establish and operate supply support areas for staging sustainment stocks.

EMPLOYMENT

2-35. Though the line between entry and decisive operations may not be clear-cut, once the ARFOR commander has sufficient forces integrated into the total force to meet the commander's requirements, the emphasis for the TSC shifts from RSO&I support to sustaining the force.

2-36. The ARFOR commander plans and conducts force sustainment operations throughout the AO. The TSC conducts operational-level force sustainment to support the ARFOR, and tactical-level sustainment to forces operating in or passing through the TSC's AO. The TSC may also support other services, multinational partners, and NGOs and/or OGAs in accordance with the ARFOR commander's lead service responsibilities. As the AO develops, the EEM matures into a TSC, with all required capabilities and other required commands (as determined by the ARFOR commander).

2-37. The TSC distribution system can provide DS and GS to all designated forces operating within the rear/sustainment area and to any forces requiring related sustainment support as they transit the TSC AO. The primary customers of tactical-level support in the rear and sustainment area are the elements of the TSC and any specialized CS and CSS commands in theater. However, the TSC through the distribution systems may also be involved in some direct support to tactical forces.

2-38. The TSC is also involved in reconstitution either as part of sustaining decisive operations or as preparing for redeployment. The ARFOR commander plans and directs reconstitution operations. However, the TSC is responsible for providing support as necessary.

2-39. In a reorganization, the TSC is usually involved only when there is sufficient time for CSS beyond normal sustainment. In such cases, it may support the reorganizing element through such actions as—

- Increasing logistics assistance through the logistics assistance program (LAP) portion of USAMC's logistic support element (LSE).
- Providing on-site battle damage assessment (BDA) teams.
- Providing capability for limited depot and limited GS repairing of exchanged items.

2-40. The TSC, typically through an area support group/area support battalion (ASG/ASB) is even more involved in regeneration. It usually establishes the regeneration site and provides most of the CSS elements of the regeneration task force. FM 4-100.9 (FM 100-9) provides details on reconstitution.

2-41. The goal during post conflict and post crisis operations is to attain the strategic end state. This means transitioning responsibilities to the HN or designated agency as smoothly as possible and supporting the other elements of national power. During this time, ARFOR may be conducting such support operations as handling refugees, decontaminating equipment, or clearing minefields while preparing for redeployment. Security remains a primary consideration during this period.

2-42. The TSC continues to provide selected sustainment support to the supported force during this stage. A key consideration is the continuously changing nature of the supported force, as well as changing support requirements as the force changes the nature of its operations. Reliance on contracted support to provide common supplies and services may increase, thus allowing Army CS and CSS forces to redeploy back to the home station or to subsequent operations in a different AO.

REDEPLOYMENT

2-43. The TSC is actively involved in redeployment in a number of ways. It may help redeploying units move to assembly areas, and plays a major role in reconstitution. It also controls the movement of units to the port of embarkation (POE) and provides life support at all nodes in the TSC AO. (FM 3-35.5 [FM 100-17-5] contains more detailed redeployment information.)

2-44. Redeployment starts for forward units when they close into assembly areas (AAs) and continues at redeployment assembly areas (RAAs) activated and supported by the TSC. CSS activities are paramount during this period. Logistics functions include: identifying, separating, and reporting excess supplies and equipment to the appropriate materiel managers for disposing or redistributing as appropriate; initiating detailed equipment maintenance and cleaning; and canceling requisitions. Accounting for personnel and processing awards are two of the critical personnel activities under the responsibility of the PERSCOM. Combat health support (CHS) is an important factor throughout the redeployment process under the responsibility of the

MEDCOM. Before redeployment, medical screening for clinical signs of disease and injuries and medical surveillance is required to ensure a fit and healthy force. If the ARFOR commander assigns the mission to the TSC commander, the TSC may oversee these administrative activities.

2-45. In all anticipated cases, the TSC receives, identifies, and determines disposition; maintains accountability; and stores, prepares for shipment, and arranges for movement of Class I, II, III (packaged), IV, V, VI, VII, and IX items to the port or designated storage location. Carrying out these functions may require augmentation from other military elements and/or contractor personnel. Contracted support may be the preferred solution to support Army forces leaving the mission area by operating seaports and aerial ports of debarkation. This includes operating wash racks and providing life support for redeploying units. The USAMC LSE or contractors may also repair items in the theater or send them to designated forward stations or CONUS GS or depot maintenance activities. USAMC's LSE also has major responsibilities for retrograde of Army pre-positioned stocks (APS) in the theater.

2-46. The TSC staff plans to transfer its responsibilities to another organization as the theater draws down. This may be an organization of another service or multinational partner, the USAMC LSE, an host nation support (HNS) organization, or an international agency. Plans are explicit on such items as—

- Transferring authority.
- Transferring specific functions.
- Providing specific support, including the standard for each service or good provided.
- Deciding the supported elements.
- Determining how to provide support and under what conditions.
- Determining what, if any, support equipment, supplies, etc. to transfer, including applicable reimbursement agreements.

SECTION IV – OPERATIONAL-LEVEL SUPPORT ORGANIZATIONS

2-47. Regardless of the support structure put together by the ASCC commander or adjusted by the ARFOR commander, the TSC commander and staff synchronize TSC operations with all other organizations providing support in the AO.

NATIONAL STRATEGIC-LEVEL LOGISTICS ELEMENTS

2-48. Strategic logistics embraces national-level sustainment base capabilities. The strategic logistics system supports the broad goals and objectives that the President and Secretary of Defense establish in national security policies. The TSC coordinates with elements of strategic-level organizations to ensure a smooth flow of support into and throughout the theater. In almost all operations, elements of the strategic organizations deploy to the theater to enhance this coordination. Some of these elements, such as the USAMC LSE and the DLA contingency support team (DCST), may be attached to, or work

closely with, the TSC. (The DCST is a joint element and is not attached to a service component headquarters.)

U.S. ARMY MATERIEL COMMAND (USAMC)

2-49. The LSE is the U.S. Army Materiel Command's (USAMC's) primary organization for providing Army strategic-level support in actual operations. It is a flexible, modular, table of distribution and allowances (TDA) organization that provides strategic-level logistic support and is staffed with active and reserve component soldiers, DA civilians, and contractors. It can also provide a wide range of construction and engineering-related services using the Logistics Civil Augmentation Program (LOGCAP) support contract. The LSE is rapidly deployable, and its structure adapts to changing requirements and capabilities of deployed organizations. It has a small peacetime cadre that deploys at the request of the ASCC commander. The LSE oversees all USAMC operations in the theater. Its elements retain technical lines to the USAMC major commands. It can be attached to the TSC or operate independently as the single, operational-level support command headquarters under the ARFOR commander in lieu of the TSC in SSCs where there are limited Army operational-level and joint CUL support requirements. An LSE functioning as the single, operational-level support command may be particularly appropriate during the late redeployment stage of an operation. When this occurs, TSC planners plan for this potential transfer of authority and define the specific responsibilities, by phase, in detail. FM 4-93.41 (FM 63-11) details operations of the LSE.

DEFENSE LOGISTICS AGENCY

2-50. The Defense Logistics Agency (DLA) is DOD's strategic logistics provider. DLA supports each geographic combatant commander with a DCST as its focal point for coordinating DLA activities in an AO, as it enhances strategic and operational linkages. It integrates materiel management support of DLA common commodities such as subsistence, clothing and other general supplies, package/bulk petroleum, and medical materiel. The DCST also provides contract administration services and support through attached elements of Defense Contract Management Agency (DCMA). DCMA is a separate operating agency under DOD; however, its representatives work through the DCST when supporting contingency operations.

2-51. The DCST may co-locate with the TSC DMC. DLA is responsible for providing a variety of logistics, acquisition, and technical services to the military services. These services include inventory management, procurement, warehousing, and distribution for all classes of supply (except Classes V, VI, and VII); administration of all military service weapon systems acquisition contracts; and reutilization of surplus military materiel. In general, DLA eliminates logistical redundancy within the services and standardizes common supplies.

2-52. DCMA manages contracts awarded by all DOD components and other designated federal and state agencies, and foreign governments. DCMA is responsible for assuring that procured materiel is satisfactory and delivered when and where needed. The services performed by DCMA include—

- Contract management.
- Pre-award survey.
- Quality assurance.
- Contractor payment.
- Support to small business and labor surplus areas.
- Transportation and packaging assistance.

2-53. In the AO, DLA provides reutilization and marketing services. It establishes theater-specific procedures for the reuse, demilitarization, or disposal of facilities, equipment, and supplies, to include HAZMAT and waste. Initially, salvage and excess materiel destined for the Defense Reutilization and Marketing Service (DRMS) is collected in the corps and division areas as the situation permits. As the theater matures, DLA evacuates this materiel to collection points for inspection, classification, and disposal by DLA-directed activities. The TSC MMC coordinates DRMS operations for the ARFOR to ensure that usable materiel is not disposed of or evacuated from the theater.

U.S. TRANSPORTATION COMMAND

2-54. The U.S. Transportation Command (USTRANSCOM) is a functionally aligned combatant command responsible for providing and managing strategic common-user airlift, sealift, and terminal services worldwide. USTRANSCOM supports the geographic combatant command with international cargo booking, and intertheater movements. Either USTRANSCOM or the geographic combatant command may provide materiel handling equipment and services. However, USTRANSCOM assets do not support intratheater operations unless released by the USTRANSCOM commander-in-chief.

2-55. USTRANSCOM's major subordinate commands include: Air Mobility Command (AMC) for airlift, Military Sealift Command (MSC) for sealift, and the U.S. Army's Military Traffic Management Command (MTMC) for terminal services worldwide. The TSC establishes a link with USTRANSCOM, normally through AMC and/or MTMC, to ensure it has visibility over resources en route to the theater. The TSC works most closely with MTMC and AMC to coordinate seaport and aerial port operations respectively. Details on USTRANSCOM are in JP 4-01.

Military Sealift Command

2-56. The Military Sealift Command (MSC) is the sea transportation component of DOD's USTRANSCOM. The mission of the MSC is to provide ocean transportation of equipment, fuel, supplies, and ammunition to sustain U.S. forces worldwide during peacetime and in war for as long as operational requirements dictate. The U.S. Coast Guard (USCG) works with the naval component commander (NCC) to provide waterside physical security. This includes security of harbors, channels, approaches, and vessels that are in these areas. The USCG physical security plan is integrated with the port commander's physical security plan for developing and maintaining comprehensive physical security and antiterrorist plans.

Military Traffic Management Command

2-57. The Military Traffic Management Command (MTMC) is the surface transportation component of DOD's USTRANSCOM and is DOD's single port manager at the seaport of embarkation (SPOE) and the seaport of debarkation (SPOD). Deploying units receive their port call instructions from MTMC. The port call message identifies what date the unit arrives at the SPOE for movement processing. MTMC schedules units to arrive at the SPOE in sufficient time to allow processing and loading to meet vessel sailing schedules. The Army's operational-level transportation command coordinates specific movement details with MTMC. The TSC support operations staff stays informed of this coordination. In most cases, the TSC has supervisory responsibility over attached elements from the Army-level TRANSCOM. (See TRANSCOM under specialized commands below.) MTMC performs many functions to support the geographic combatant commander. The FM 3-35 (FM 100-17) series explains these functions in more detail.

2-58. MTMC's port manager may also be referred to as the port commander. The MTMC port manager directs the workload of the port operator. The port operator is responsible for loading and off-loading vessels at the port. The port operator may be a subordinate MTMC element or an ARFOR element placed OPCON to the port manager. In the latter case, this ARFOR element could be comprised of elements of an ASG under the TSC, or elements from the Army-level TRANSCOM. MTMC can also contract for all or part of the port operator function.

2-59. The port support activity (PSA) is a critical part of all port operations and TSC planners coordinate these requirements with MTMC in preparing for port operations. The PSA is a temporary military augmentation organization comprised of personnel with specific skills that aid the port manager in receiving, processing, and clearing cargo at the port, SPOE, or SPOD. The MTMC port manager determines the required composition of the PSA and coordinates the necessary capabilities. Again, the assets for the PSA may come from MTMC, ARFOR, or contract sources, or a combination of these. The PSA works directly for the port operator, who reports to the port manager. The size and composition of the PSA varies according to METT-TC. However, the PSA always needs four basic elements: a command element (such as a company or battalion headquarters), a movements element (drivers to move cargo and vehicles from the vessel to the marshaling area), a maintenance element (to ensure operability of materiel handling equipment and recovery vehicles), and a security element (to provide port-side security).

Air Mobility Command

2-60. The Air Mobility Command (AMC) is the airlift component of the USTRANSCOM and serves as the single manager for air mobility. AMC aircraft provide the capability to deploy the Army's armed forces anywhere in the world and help sustain them in a conflict. This includes air refueling of Air Force, Navy, Marine Corps, and many allied aircraft, when required. Refuelers also have an inherent cargo-carrying capability, which maximizes AMC's lift options.

2-61. The TSC interacts with AMC elements primarily at aerial ports of embarkation and debarkation (APOE/APOD). The APOD is a joint facility and is likely a multinational facility. It is a port of debarkation (POD) for deploying forces and a POE for forces moving to other theaters and for noncombatant evacuation. The HN may limit the APOD to military use or the military may share the facility with commercial activities. The military often competes for the use of the APOD with other governmental and nongovernmental agencies. The APOD serves as the primary port of entry for all deploying personnel, as well as for early-entry forces airlifted into the theater together with their equipment.

2-62. The AFFOR and ARFOR share the responsibility for APOD operations. The Army arrival/departure airfield control group (A/DACG) and port movement control detachments are responsible for clearing personnel and cargo and for life support as required. An Army cargo transfer company (CTC) is normally assigned the A/DACG mission. The Air Force tanker airlift control element (TALCE) operates the airfield. It is responsible for ramp operations, aircraft parking, and supervising off-load operations. The TALCE releases planeloads to the A/DACG for airfield clearance. Security at the airport is also coordinated between the Army and the Air Force. In most cases, the Air Force secures the immediate base area, but Army forces have responsibility beyond the immediate perimeter and for air defense. These responsibilities are closely coordinated between the ARFOR commander and AFFOR commander.

SPECIALIZED COMMANDS

2-63. The role of the specialized commands remains essentially the same regardless of what command relationship the ARFOR commander chooses. The specialized commands provide the expertise to manage specialized skills essential to supporting forces in the theater. They provide policy and technical support to all of their respective specialized units in the AO. Their expertise in the area of support leads to a natural interface with the TSC in one form or another. In general, the specialized commands work with the TSC support operations section. FM 3-93 (FM 100-7) discusses organizations other than these commands that may provide this operational-level CSS.

TRANSPORTATION COMMAND

2-64. The transportation command (TRANSCOM), through subordinate transportation units, provides transportation support to operational-level Army, joint, and multinational commands and other theater-level elements as directed by the ARFOR commander. The command maintains a technical relationship with the G4 transportation officer of the ARFOR commander headquarters to assist in establishing transportation policy for the theater.

2-65. When attached to the TSC, the TRANSCOM supervises the preparation and coordination of the transportation portion of TSC support plans. The TRANSCOM also provides transportation input to other theater support plans as directed. It provides staff supervision over all operational-level Army transportation units. If not attached to the TSC, the TRANSCOM still works closely with the TSC support operations section to maintain the effi-

ciency of the distribution system. It also works closely with the MP for traffic management functions and the ENCOM for operational mobility.

2-66. The Army-level TRANSCOM facilitates Army use of inter- and intra-theater air movement by identifying A/DACG requirements and coordinating air support with the A/DACG, MCA, and DMC. It also identifies rail movement requirements and the availability of rail assets. It coordinates rail support with the support operations section/DMC and the MCA, as well as the HNS and contracting directorates.

2-67. The command is also responsible for coordinating terminal support with MTMC. It identifies the capabilities and availability of TRANSCOM, TSC, HN, and other cargo-handling personnel, equipment, and facilities. It coordinates requirements, acquisition, and resources with USTRANSCOM elements, as well as the HNS and contracting directorates of the TSC support operations section. In multinational operations, allied forces conduct port operations simultaneously. The TRANSCOM coordinates with the ARFOR staff and other nations to resolve allocation problems in such areas as berthing space and storage areas.

2-68. Emerging doctrine and structure for the TRANSCOM will make it more modular in order to support multiple, simultaneous contingencies under the TSC structure. FM 4-01 (FM 55-1) provides additional information on transportation services in the theater.

MEDICAL COMMAND

2-69. The medical command (MEDCOM) directs CHS to all operational-level Army medical elements in the AO. When the Army is the lead service for medical support, it also supports joint and multinational commands and other elements under the guidance of the ARFOR surgeon. The ARFOR surgeon provides policy and technical guidance to the MEDCOM and all Army medical units in the theater. The MEDCOM maintains a technical relationship with the ARFOR's staff surgeon to assist in establishing medical policy for the theater. It also maintains technical linkages to various medical support activities at the strategic level.

2-70. The MEDCOM is responsible for developing plans, procedures, and programs for CHS in the AO to include patient evacuation, patient care and movement, hospitalization, stress control, preventive medicine services, dental services, veterinary services, and laboratory services. The Army's MEDCOM supports the JFC surgeon's joint patient movement requirements center in accordance with lead service directives. It provides staff planning, staff supervision, training, and administrative support of Army medical brigades engaged in operational-level medical support. It provides combat health logistics, including medical requirements determination and medical supply control. If only a module of the MEDCOM deploys, the

Emerging Doctrine:

The Army's theater TRANSCOM is pending a reorganization that establishes subordinate transportation command elements (TCEs). One TCE supports each theater of operations and combines the functions of mode operations and movement control. Under this model, TSC staff interact with a single TCE rather than the separate elements of a TRANSCOM and an MCA.

commander of the MEDCOM (forward) is the deputy commanding general (CG) rostered from the MEDCOM.

2-71. The MEDCOM EEM provides the following capabilities: C2 of medical subordinate organizations; technical and clinical supervision and assistance; lead service responsibility for veterinary services as required, as well as for Class VIII and blood product management; medical planning, operations, and regulating services; preventive medicine; and information management services. The MEDCOM specialized module, along with the EEM functions it has subsumed, provides the following capabilities to the theater:

- C2 of medical units.
- Medical personnel assignment and the Professional Officer Filler Systems (PROFIS) coordination.
- Patient evacuation coordination.
- HN medical support coordination.
- Telemedicine services.
- Contracting for medical services.
- Geneva and Hague Conventions advice and staff legal assistance for medical services.
- Lead service support for Class VIII and blood products management as required.
- Theater-wide CHS operations planning and theater medical intelligence services.

2-72. The command monitors the flow of Class VIII supplies and makes necessary adjustments in coordination with the TSC support operations section/DMC, the ARFOR commander G4, and the MLMC. It directs relocation of stocks and medical equipment if necessary.

2-73. The MEDCOM also coordinates medical regulation operations with the medical regulating office and the joint theater patient movement requirement center, as well as the TSC support operations section/DMC and the MCA. It tracks medical treatment facility locations, capabilities, and workloads to plan and manage medical regulating, evacuation, and mass casualty operations.

2-74. Among the other services planned and coordinated by the MEDCOM in coordination with the ARFOR staff surgeon and the TSC support operations section/DMC are—

- Preventive medicine operations.
- Medical professional service.
- Dental service support operations.
- Nursing support services.
- Veterinary services.

FM 4-02 (FM 8-10), FM 4-02.42 (FM 8-42), and FM 4-02.55 (FM 8-55) provide guidance and crucial planning resources to assist MEDCOM personnel and other staff elements.

PERSONNEL COMMAND

2-75. The theater personnel command (PERSCOM) maintains and reports the personnel readiness of Army forces, conducts strategic replacement operations necessary to man Army forces, and provides human resources support. It exercises command over assigned and attached operational-level personnel units. The PERSCOM may directly command Army replacement battalions, personnel services battalions, a personnel detachment, postal companies, a band, and DS replacement companies.

2-76. A key specific function of the PERSCOM is establishing the ARFOR theater replacement system in coordination with the Army human resources national provider and the ARFOR G1. It coordinates support, including life support and transportation, for replacements with the TSC support operations section/DMC. It also integrates return-to-duty soldiers into the replacement system. Some other critical functions of the PERSCOM include—

- Estimating casualties and forecasting personnel requirements.
- Preparing strength-management data.
- Determining allocation of replacements in accordance with ARFOR commander priorities.
- Managing the casualty reporting system.
- Managing the Army's theater postal system in coordination with the joint postal manager and the TSC support operations section/DMC.
- Managing the Army's theater replacement operations in coordination with the TSC support operations section/DMC.
- Managing the ARFOR personnel database.

FM 1-0 (FM 12-6) provides detailed information concerning personnel operations.

FINANCE COMMAND

2-77. The finance command (FINCOM) performs operational-level finance operations. The FINCOM provides finance support to all Army forces and to joint and multinational commands in accordance with lead service responsibilities. It provides technical guidance to all Army finance units in theater. In conjunction with the ARFOR deputy chief of staff for resource management (DCSRM), the FINCOM provides staff advice on all financial management matters and provides financial management policies and procedures for all Army financial management activities within theater.

2-78. Whether assigned directly to the ARFOR commander or attached to the TSC, the FINCOM commander is responsible for those operational tasks that support the theater. The FINCOM commander commands and controls all Army finance groups and separate finance battalions, and provides technical guidance over all Army finance units within the AO. The FINCOM maintains technical relationships with the Defense Finance and Accounting Service (DFAS), the Assistant Secretary of the Army for Financial Management and Comptroller (ASA [FM&C]), and the ARFOR DCSRM. As required, the FINCOM recommends when and which finance functions to perform, retrograde, or transfer to a designated finance support activity. The FINCOM

commander may have certain lead service support responsibilities. These may include policy, overall direction, and coordination of strategic and operational finance and accounting tasks that pertain to other service components. They may also include central funding support to all U.S. and allied organizations and operations in the AO. All lead service support responsibilities are conducted in accordance with U.S. fiscal law and applicable international agreements.

2-79. Some of the battlefield functions of the FINCOM include—

- Establishing central funding operations in the theater and maintaining appropriate records related to all disbursements within the theater.
- Controlling allied forces cash advances, including validation of requirements and preparing support agreements.
- Processing commercial account transactions to support local procurements.
- Conducting internal control operations.
- Providing foreign pay services (when augmented) in coordination with the ARFOR commander/TSC Assistant Chief of Staff, Personnel (G1) and Assistant Chief of Staff, Civil Affairs (G5).
- Providing civilian pay services (when augmented) in coordination with the designated finance support activity.
- Managing appropriated and non-appropriated fund activities (when augmented) in coordination with the PERSCOM, the TSC support operations contracting directorate, and the designated finance support activity.

FM 1-06 (FM 14-100) and JP 1-06 provide details on financial management operations.

ENGINEER COMMAND

2-80. Theater infrastructure development is a primary concern of the engineer command (ENCOM). The ENCOM is responsible for developing plans, procedures, and programs for engineer support for the ARFOR commander, including requirements determination, mobility, countermobility, general engineering, area damage control, military construction, topography, engineering design, construction materiel, and maintenance and repair of real property. Engineer units are responsible for infrastructure planning, development, construction, and maintenance. The ENCOM receives policy guidance from the ARFOR engineer.

2-81. Typical operational-level engineer missions include the following:

- Planning, designing, constructing, or rehabilitating—
 - Airfields, ports, pipelines, bridges, roads, railroads, and inland waterways, etc.
 - Hospitals, base camps, EPW and civilian internee compounds, bulk petroleum storage and distribution systems, dry cargo and ammunition storage areas, and equipment maintenance facilities.

- Missile sites, air defense emplacements, protective shelters, and local security measures.
- Performing emergency runway repairs that exceed AFFOR capabilities.
- Conducting rear area and base security missions, to include area damage control (ADC).
- Augmenting ASG real property maintenance activities (RPMA) capabilities.
- Providing topographic and military geographic intelligence support.
- Maintaining critical lines of communication (LOCs).
- Managing HN and contracted engineering efforts.
- Providing fire-fighting support as specified by the field commander.
- Providing environmental support.

2-82. The headquarters element of the ENCOM provides staff supervision over operational-level engineer operations in the AO and directs engineer support to all Army forces. The ENCOM may also support joint and multinational commands and other elements in accordance with lead service responsibilities as directed by the ARFOR commander. It provides policy and technical guidance to all Army engineer units in the AO. This headquarters element maintains a technical relationship with the ARFOR staff engineer to help establish engineer policy for the theater, and it maintains required coordination links with other service and multinational command engineering staffs.

2-83. Several of the critical specific functions of the ENCOM headquarters include—

- Monitoring engineer support for real property management. It consolidates reports from engineer organizations and coordinates additional support with the TSC support operations HNS and contracting directorates.
- Monitoring requirements and priorities for Class IV and engineer Class V materiel, and coordinating the flow of this materiel with the TSC supply and maintenance directorate, the DMC, and MMC.
- Performing the engineer battlefield assessment. It coordinates with the ARFOR engineer and Assistant Chief of Staff, Intelligence (G2) as well as the TSC support operations section to communicate critical enemy capabilities affecting support facilities and operations.

FM 3-34 (FM 5-100) and FM 3-34.211 (FM 5-116) provide details on engineer operations in an AO.

SPECIALIZED SUBORDINATE ORGANIZATIONS

2-84. This section discusses specialized organizations routinely assigned or attached to the TSC. In some cases, specialized organizations of battalion size or smaller assigned or attached to a TSC may be further assigned or attached to an ASG. Others may be separate organizations under the TSC. This discussion briefly covers basic capabilities of principal organizations

that may be attached to the TSC. As discussed, operational-level specialized commands may also be attached to the TSC.

AMMUNITION GROUP AND AMMUNITION BATTALIONS

2-85. The ammunition group consists of conventional ammunition units. When established in theater, the ammunition group provides DS ammunition support to units in its AO. Ammunition support includes supplying and maintaining conventional ammunition and supplying ammunition-peculiar repair parts.

2-86. When the TSC and its subordinate elements, including the ammunition group and its battalions, are operating in joint and multinational environments their missions and functions become more complex. FM 4-30.13 (FM 9-13) describes the safety; field storage; issue, receipt, shipment and turn-in; maintenance, inspection and surveillance; and destruction procedures for ammunition. These requirements do not change when handling joint or multinational forces ammunition. However, reporting and accountability procedures are affected. The TSC and the ammunition group staffs incorporate appropriate mechanisms into their plans to accommodate joint or multinational ammunition. This may require trained ammunition liaison personnel from the joint or multinational forces to provide assistance in interfacing their procedures with U.S. Army procedures.

2-87. The conventional ammunition ordnance battalion may be attached to the ASG to establish and operate ammunition supply facilities on an area basis. This battalion may serve as the theater-level ammunition unit. It may also be assigned or attached to an ammunition group. The number of ammunition units attached to the battalion depends on the—

- Tactical situation.
- Requirements.
- Theater stockage objectives.
- Existing HNS organization.
- Transportation assets and effectiveness of throughput.
- Type and density of weapons supported.
- Projected intensity of battle and ammunition consumption rates.

2-88. An ammunition battalion headquarters and headquarters company (HHC) is allocated for each two to five companies commanded. Allocating ammunition companies depends on the—

- Number of lifts needed to move the required ammunition tonnage from the time of its arrival in the area until its issue.
- Estimated percentage of ammunition tonnage that can be throughput.

Refer to FM 4-30.1 (FM 9-6) for more information on ammunition operations.

ORDNANCE GROUP (EXPLOSIVE ORDNANCE DISPOSAL)

2-89. Army explosive ordnance disposal (EOD) provides the capability to neutralize hazards from conventional unexploded ordnance (UXO), nuclear, biological, chemical (NBC) and associated materiel, and improvised explosive

devices (IEDs) (both explosive and NBC) that present a threat to operations, installations, personnel and/or materiel. Army EOD forces also dispose of hazardous foreign or U.S. ammunition, UXO, individual mines, booby-trapped mines, and chemical mines. Routine clearing and rapid breaching of foreign or U.S. minefields are the responsibility of the Army engineers. As part of the combat arms team, EOD provides the force projection Army with a rapidly deployable support package for eliminating hazards from UXO in any operational environment. Army EOD forces equip, train, and organize to support tactical land forces across the spectrum of operations.

2-90. Army EOD forces can support the geographical combatant commanders in two simultaneous MTWs. The Army allocates each MTW one EOD ordnance group at ASCC level. The EOD group has three EOD battalions. An EOD battalion supports Army forces at the ARFOR, corps, or division level. The EOD group and battalion EOD ordnance companies are at specified locations that best support the commander.

2-91. The EOD ordnance group headquarters operationally commands and controls all Army EOD assets and operations in theater. The EOD ordnance battalion commands up to ten EOD ordnance companies. The EOD battalion headquarters tasks, acquires and manages technical intelligence for, and provides limited administrative and logistical support to explosive ordnance companies or smaller elements. EOD battalions may deploy as the senior command element for Army EOD operations in a given operation. Ordnance companies remain under the OPCON of their parent EOD battalion. Ordnance companies provide GS on an area basis or general support-reinforcing (GS-R) to specified elements. The geographic combatant commander's planning staff develops the theater-level concept of EOD support. The ASCC/ARFOR staff planning staff tailors EOD forces to support specified operations down to a brigade combat team. Responsibilities of EOD commanders at all levels include—

- Recommending policy and distributing EOD assets.
- Monitoring EOD support missions and establishing workload priorities.
- Serving as point of contact (POC) for technical intelligence coordination.
- Coordinating GS and GS-R EOD support.
- Ensuring each EOD unit establishes provisions for communications at each level to support EOD operations.
- Supplementing other theater force protection procedures to meet the existing threat.
- Coordinating administrative and logistics support, as required, from the supported command(s).

2-92. The EOD group and EOD battalion staffs plan for Army EOD operations throughout their AO. Thus, the EOD group commander serves as the EOD special staff officer to the ARFOR commander, JFLCC, and multinational JFLCC. The EOD battalion commander serves as the EOD special staff officer at the corps, JTF, and multinational JTF levels. In the absence of a deployed EOD ordnance group or EOD ordnance battalion, the senior-ranking Army EOD officer also serves as the EOD staff officer for the

ARFOR. The EOD commander is responsible for providing the EOD annex to all operation plans (OPLANs) and operation orders (OPORDs). This ensures that EOD forces understand and support the maneuver commander's operations and provides force protection throughout the AO.

2-93. The JFC and ASCC staffs conduct theater strategic planning by using the JOPES. The EOD staff officer at unified commands assists with these planning efforts. In the absence of an assigned officer, the EOD battalion and group commander can provide liaison officers (LNOs) to transmit critical information to these headquarters. The battalion commander can provide an LNO to a brigade, division, or corps/JTF headquarters. The LNO ensures—

- Mutual cooperation and understanding between commanders and staffs of different headquarters.
- Coordination on tactical matters to achieve mutual purpose, support, and action.
- Precise understanding of implied or inferred coordination measures to achieve synchronized results.

2-94. The EOD battalion/group commander considers military doctrine and training, equipment, cultural differences, and language barriers when providing OPCON or TACON of alliance or coalition EOD forces. Lessons learned indicate that few linguists have both the technical expertise and depth of understanding to cross both language and doctrinal boundaries when dealing with UXO and technical EOD procedures. Multinational operations require a significant resource commitment to dedicated liaison and linguist teams from alliance or coalition EOD forces. The following FMs contain additional details of EOD operations: FM 4-30.1 (FM 9-6), FM 4-30.5 (FM 9-15), FM 4-30.11 (FM 21-16), and FM 3-100.38 (FM 100-38).

PETROLEUM GROUP

2-95. The petroleum group is the principal organization responsible for bulk fuel distribution at the operational level. It commands petroleum pipeline and terminal operating battalions and companies. These units operate and maintain petroleum distribution facilities to support the theater petroleum mission. The group also includes petroleum supply battalions to provide GS petroleum supply. These battalions receive, store, and transfer bulk petroleum to DS supply units. They operate 5,000- or 7,500-gallon tankers and, when practicable, rail cars or barges to distribute bulk fuels. When required, these battalions can also provide bulk and retail supply point distribution. A petroleum supply battalion may also be attached to an ASG. In such cases, it serves as the link between the pipeline systems and DS supply units in its AO.

2-96. The petroleum group also commands all GS water assets required in an AO, such as bulk storage and distribution facilities. Water supply companies, purification detachments, and truck companies dedicated to the line haul of water conduct water operations. If the petroleum group does not deploy to the theater, water supply battalions may be attached to ASGs. FM 4-20 (FM 10-1), FM 4-03 (FM 10-67), and FM 4-20.21 (FM 10-52) contain details on petroleum and water operations.

QUARTERMASTER WATER SUPPLY BATTALIONS

2-97. The quartermaster (QM) water supply battalion commands two to five water supply companies, water purification detachments, transportation medium truck companies, and as appropriate, water purification teams and tactical water distribution teams. This unit depends on appropriate elements of the corps or theater-level command for legal, CHS, finance, and personnel and administrative services. It also requires a subordinate quartermaster unit for food service support and unit maintenance on all organic equipment, except secure communications equipment. The following doctrinal publications are applicable to the operation of this unit: FM 4-20.21 (FM 10-52), and FM 4-20.23 (FM 10-52-1).

NBC ORGANIZATIONS

2-98. A chemical brigade may be attached to the TSC to provide nuclear, biological, and chemical (NBC) defense and smoke support to units in the TSC AO. Initially, the chemical unit is usually a battalion.

2-99. The chemical brigade headquarters provides command and control of NBC defense units that include NBC reconnaissance, biodetection, and dual-purpose (smoke/decontamination) companies. In mature theaters, the brigade's chemical battalions may support ASGs.

2-100. Units submit requests for NBC reconnaissance, decontamination, or large-area smoke support to the ASG. If the supporting chemical unit has the capability to perform the requested mission, it accepts the mission at this level. If the ASG's supporting chemical assets cannot fill the requirement, the ASG may request additional support through the TSC or the ARFOR commander. ARFOR assets normally include the chemical brigade headquarters, one biological detection company, one NBC reconnaissance company, and four smoke/decontamination companies

MILITARY POLICE BRIGADE

2-101. The military police (MP) brigade attached to the TSC provides MP support in the TSC AO. The commander of the MP brigade assigns AOs and missions to the battalions, companies, or detachments assigned as operating elements of the brigade. The MP functions are—

- Maneuver and mobility support.
- Area security.
- Internment and resettlement.
- Law and order.
- Police intelligence.

2-102. The commander of the MP brigade assigns AORs and missions to its subordinate battalions, companies, and detachments as required and supports the TSC. One of the brigade's subordinate MP battalions may be attached to or placed in DS of an ASG to develop a habitual and mutually supporting relationship. This gives area-wide support to the area in which the ASG is located, streamlining the reporting and response requirements to any particular mission. FM 3-19.1 (FM 19-1) has details on MP operations.

CIVIL AFFAIRS BRIGADE AND BATTALION

2-103. A civil affairs (CA) brigade may be attached to or placed in DS of the TSC to provide civil-military operations support of the TSC and its subordinate organizations. It provides the interface between local civil authorities and military forces. Its structure depends on METT-TC and the capabilities required in the theater. FM 3-05.40 (FM 41-10) provides detailed discussion on CA operations.

2-104. A general-purpose CA battalion may support an ASG to plan and coordinate civil-military operations (CMO) and HNS operations for elements in the ASG AO. Its primary roles are to identify, negotiate for, and assist the procurement of HNS and to support the movement and emergency care of dislocated civilians. CA teams may be attached to a CA battalion supporting an ASG to provide a link between military forces and the interests of local civilians.

AREA SUPPORT GROUPS

2-105. Area support groups (ASGs) are subordinate units assigned to the TSC. They are responsible for area support in the AO and may provide support to corps or other forces. The mission of the ASG is to provide DS logistic support to designated units and elements within its AO. This support typically includes DS supply (less ammunition, classified map supply, and medical supply and support), DS maintenance, and field services, as well as other support directed by the ARFOR commander through the TSC. ASGs can also provide GS supply and sustainment maintenance support to TSC and CZ DS supply organizations and sustainment maintenance to support the theater mission. If an operational-level ammunition group is not established, specialized battalions assigned to the ASG provide ammunition support. ASGs can support ISBs and RSO&I operations. EEMs of specialized units may be attached to an ASG headquarters EEM during the initial stages of an operation.

2-106. ASGs provide a variety of support to units stationed in or passing through their areas. An ASG area depends on the density of military units and materiel to support and on political boundaries and identifiable terrain features. One ASG is assigned to a TSC for every 15,000 to 30,000 troops supported in the AO. ASGs are located along the LOC to take advantage of the transportation network and provide responsive support to the units they support. FM 4-93.40 (FM 54-40) contains additional details on the composition and capabilities of ASGs.

2-107. ASGs are composed of specialized and multifunctional units. The mission, functions, and organization of ASGs vary according to the type and extent of support required. Figure 2-4 shows a typical ASG organization. The ASG headquarters commands and controls all assigned and attached units. It also—

- Supervises establishment of cantonment/billeting/staging areas.
- Coordinates HNS, as directed by the TSC commander.
- Manages terrain within its area.

- Coordinates security operations within its designated area. An ASG rear operations center (ROC) (TOE 51613L000) augments the headquarters organic capability to plan and control security operations.
- Provides PSA personnel for support of reception and marshaling operations.

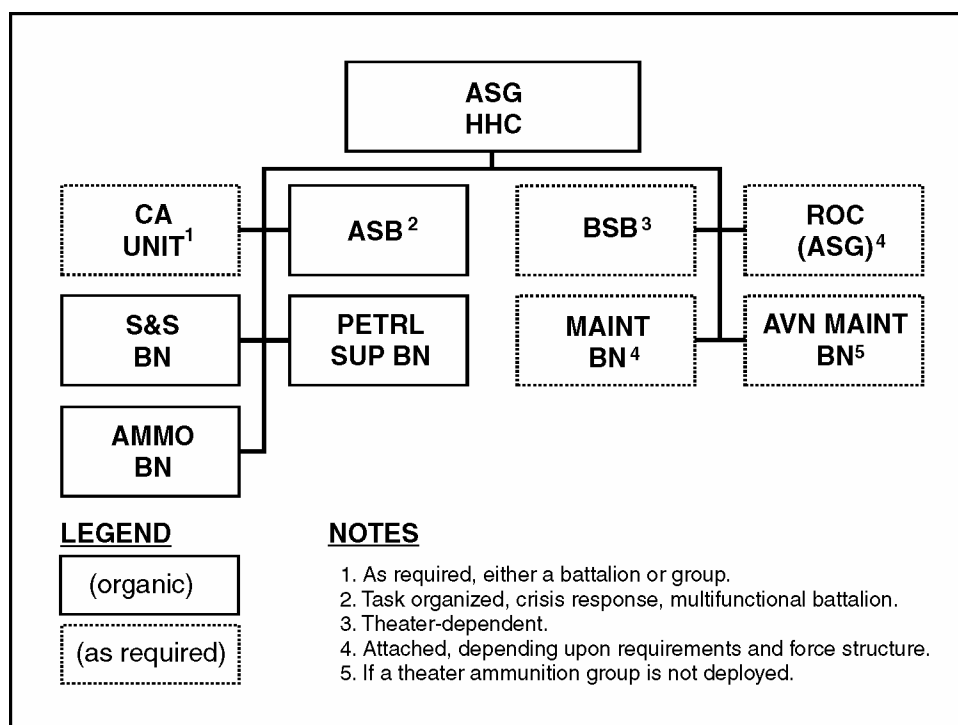


Figure 2-4. Representative ASG Organization

MULTIFUNCTIONAL BATTALIONS

2-108. Multifunctional battalions under an ASG may include area support battalions (ASBs) and base support battalions (BSBs). Neither has a fixed structure.

2-109. ASBs provide required area support. Typical units assigned or attached to an ASB include a DS supply company, DS maintenance companies and teams, a field services company, and a water team. An ASB may control specialized elements required to establish a support base in early stages of an operation. An ASB may operate a regeneration site later in an operation.

2-110. BSBs perform missions to support military communities. A tailored BSB may be attached to an ASG to establish base operations support from facilities previously inoperable or not under U.S. control. FM 4-93.40 (FM 54-40) discusses both of these battalions in detail.

SUPPLY AND SERVICE BATTALION

2-111. The supply and service (S&S) battalion is one of the functional battalions often assigned to an ASG. It can effectively command a variety of units. Normally, an S&S battalion is assigned to an ASG to provide supply (less medical, ammunition, and bulk fuel), mortuary affairs (MA), and aerial delivery support to units in the ASG AO. The ASG commander task organizes the S&S battalion to meet the requirements of METT-TC. Units locate for easy access to main supply routes (MSRs), rail lines, or airfields.

2-112. A battalion headquarters receives two to five subordinate units. It may be assigned the following units:

- GS supply company to receive, store, and issue Class I, II, packaged III, and IV supplies.
- Heavy materiel supply company to receive, store, issue, and deprocess Class VII supplies.
- Repair parts supply company to receive, store, and issue Class IX repair parts. It can also maintain stocks of Class IX non-air lines of communication (ALOC) supplies and maintenance-related Class II and Class IX ALOC supplies.
- Light airdrop supply company to provide aerial delivery support.
- Airdrop equipment repair and supply company to provide maintenance support for aerial delivery equipment.
- Laundry and renovation company to receive, classify, launder, renovate, and temporarily store clothing and lightweight laundered textiles.
- Quartermaster MA company (echelon above corps [EAC]) to operate the theater mortuary evacuation point. It locates at the APOE designated as the evacuation point and processes remains for evacuation to CONUS.

DS MAINTENANCE BATTALION

2-113. The direct support (DS) maintenance battalion provides maintenance and repair parts support for a great variety of equipment, except for aircraft, marine, rail, airdrop, missile-aircraft armament, office machines, avionics, and photographic equipment.

2-114. The DS maintenance battalion has a variable number of maintenance units attached to the headquarters in accordance with (IAW) the mission. A typical DS maintenance battalion includes an HHC and three to five nondivisional DS maintenance companies. The ASG commander, or other higher headquarters, may augment DS maintenance battalions with non-maintenance units to perform multifunctional logistic support if the operational situation requires it.

2-115. The primary mission of the DS maintenance battalion is to provide DS maintenance, repair parts support, technical assistance, and recovery and evacuation assistance of nondivisional (CS and CSS) unit equipment, and to provide reinforcing DS maintenance support to corps, divisions, and separate brigades.

2-116. The support mission of the DS maintenance battalion is assigned by the ASG based on area maintenance requirements, the number and types of units requiring support, and the capabilities of the units attached to the battalion. The battalion is then responsible for assigning support missions to each of its attached maintenance units. The companies of the maintenance battalion provide the following specific support functions:

- Diagnose, isolate, and repair faults within modules and components.
- Repair selected line replacement units (LRUs) and printed circuit boards (PCBs).
- Perform heavy body, hull, turret, and frame repair.
- Provide area maintenance support, to include technical assistance and onsite maintenance as requested.
- Evacuate unserviceable end items and components, through the appropriate supply support channels.
- Fabricate or manufacture repair parts, assemblies, components, jigs, and fixtures as required.

Details on maintenance battalion operations are in FM 4-30.3 (FM 9-43-1).

ECHELONS ABOVE CORPS AVIATION MAINTENANCE COMPANY (EAC AMCO)

2-117. An echelons above corps (EAC) aviation maintenance company (AMCO) may be assigned to an ASG of the TSC as required. The company is a flexible organization tailored to meet the specific needs of the supported force. The EAC AMCO locates near an instrumented landing facility depending on METT-TC. Other employment considerations are the same as described for the divisional and corps AMCOs. (See FM 3-04.500 (FM 1-500) for further discussion on aviation maintenance operations.) Each EAC AMCO provides—

- Aviation intermediate maintenance (AVIM) and backup aviation unit maintenance (AVUM) support to operational-level support aircraft.
- Aviation repair parts supply support to operational-level aviation units, including aircraft armament and avionics.
- Selected repair parts reparable exchange (RX) support for corps AVIM units.
- AVIM overflow maintenance support to corps aviation AVIM units assigned or attached to the operational-level support organization.
- An aircraft RX repair parts facility supply program.

REAR OPERATIONS CENTER

2-118. The rear operations center (ROC) (TOE 51603L000) at the TSC headquarters level plans, coordinates, advises, monitors, and directs the execution of the security activities based on the ARFOR commander's priorities and plans. The ROC supports the TSC Assistant Chief of Staff, Operations (G3) rear operations branch to execute its mission. The ROC—

- Provides a staff element to plan and coordinate TSC security.
- Monitors the security situation; provides security advice and information to the unit commanders in the TSC's operating area; and coordi-

nates fire, maneuver (including aviation), force protection measures (including NBC defense), and ADC support based on priorities and the security plan.

- Recommends positioning and operational missions for tactical combat forces (TCFs) in the TSC AO.
- Provides advice concerning the positioning of units, bases, and base clusters in TSC AO.
- Identifies HNS security-related capabilities and coordinates this support from the HN.
- Conducts vulnerability analyses of bases and base clusters under TSC control.
- Monitors and coordinates communications as they relate to rear area and base security requirements.

SECTION V – OTHER SUPPORT SOURCES

2-119. In addition to the support provided by U.S. military organizations, the TSC has to incorporate support provided by contractors and HNS into plans and operations. These sources of support offer greater economy and may reduce demands on strategic lift. However, their use must be balanced with the greater burden of force protection that they also bring.

CONTRACTED SUPPORT

2-120. Battlefield contractors are referred to as theater support contractors, external support contractors, or system contractors. Regardless of their type, the ARFOR commander is responsible for their proper integration into the operational plan to include safety and security of contractor personnel. In all cases, the units directly supported by contractor personnel take responsibility to ensure the contractor personnel's safety and well being within the limits of the contract agreement.

2-121. Theater support contractors support deployed operational forces under prearranged contracts, or contracts awarded within the mission area by contracting officers serving under the direct contracting authority of the theater principal assistant responsible for contracting (PARC). Contracting officers in the TSC contracting directorate or from other commands award these contracts IAW the PARC's theater contracting plan. Theater support contractors provide goods, services, and minor construction, usually from the local vendor base to meet the immediate needs of the operational commander. Contracting officers and their representatives consider up front the effect of local laws, customs, holidays, labor unions, and any other condition affecting the execution of contracted support.

2-122. External support contractors provide support to deployed operational forces that is separate and distinct from either theater support or systems contractors. They may be prearranged contracts, or contracts awarded during a contingency operation to support the mission. Contracting officers awarding these contracts are not under the contracting authority of the theater PARC or the systems offices under program managers or USAMC. For example, USAMC provides commercial depot support through contracts by its

commodity commands. Its LOGCAP office also provides external support contractors through its prearranged umbrella contract. The USAMC's LSE, which is usually attached to the TSC, administers this contract in the theater. Other elements attached to the TSC, such as the MEDCOM, may administer other external support contracts.

2-123. Systems contractors support deployed operational forces under prearranged contracts awarded by program executive officers, program managers, or USAMC. They support specific materiel systems throughout the system's life cycle during war and peace. When systems contractors deploy to an AO, they normally co-locate with the unit with which they have a habitual relationship for life support and security. Often those units are a part of the TSC. For example, FM 4-93.41 (FM 63-11) describes USAMC contractors that fall under the LSE in theater.

2-124. TSC planners consider all available contracted support when conducting its logistics preparation of the theater (LPT). Contracted support is a powerful tool, a force multiplier, and has the capability of supporting nearly any type of contingency. When planning contracted support, commanders and planners are aware that a requirement for a particular system or capability may result in introducing these types of contractors into the operational plan and the support structure. All contracted support is coordinated with and follows the policies and guidance of the supported combatant commander and subordinate JFCs.

2-125. FM 3-100.21 (FM 100-21) addresses the planning for, management of, and support for contractors on the battlefield. FM 4-100.2 (FM 100-10-2) addresses contracting support as an additional support alternative.

HOST NATION SUPPORT

2-126. Host nation support (HNS) is theater and situation dependent. Available support depends on the geographical area and prior agreements of the nations in the area, and the nations' willingness and ability to provide support. In some potential AOs, agreements may exist between the United States and the HN; in others, no nation may be friendly to the United States, in which case no HNS will be available—at least, not initially.

2-127. HNS is civil and/or military assistance a nation renders to foreign forces within its territory during peacetime, crises, emergencies, or war based on agreements mutually concluded between nations. The President and Secretary of Defense (or those representing them) are responsible for establishing treaties and agreements for HNS. HNS includes all civil and military support a nation provides to multinational forces located on its sovereign territory. HNS is not the same as contractor support, though multinational forces contractors may affect the ability of an HN to provide HNS. HNS is support in-kind provided to U.S. forces to further the mutual goals of the HN and the United States. Contracted support is the materiel and services for which the United States compensates the HN, or other entity, through acquisition channels. HNS and contracted support are deconflicted during the CSS planning of the operation, especially in areas of limited resources.

2-128. Potential HNS agreements address labor support arrangements for port and terminal operations, use of available transportation assets in coun-

try, use of bulk petroleum distribution and storage facilities, possible supply of Class III (bulk) and Class IV, and developing and using field services. HNS agreements also consider warehouse space, office space, billets, waste disposal, electric power supplies, and telecommunications assets availability. After agreements with allies or coalition nations are initiated, they are continually evaluated for improvement, or specifically spelled out to enable TSC planners to adjust for specified requirements. HNS planners consider up front the affects of local laws, customs, holidays, labor unions, and any other condition affecting the availability of HNS. See FM 4-0 (FM 100-10) for more information on HNS. Chapter 4 discusses the role of the HNS directorate of the TSC.

MULTINATIONAL SUPPORT

2-129. Multinational support consists of CUL support provided from one multinational partner to another. One or more of the following organizational and/or management options facilitates multinational support:

- National support elements (NSEs) provide national support.
- Individual acquisition and cross-servicing agreements (ACSAs) provide limited support.
- A lead nation provides specific support to other contributing nations (CN) military forces.
- A role-specialist nation provides a specific common supply item or service.
- An MILU provides limited common supply and service support.
- An MJLC manages CUL support.

2-130. In all cases, the multinational force commander directs specific multinational CUL support within the applicable laws and regulations of the HN. When operating within a formal alliance, the TSC commander and staff execute CUL support IAW applicable standardization agreements [STANAGs] or quadripartite standardization agreements [QSTAGs]. FM 3-16 (FM 100-8), FM 4-0 (FM 100-10), JP 4-07, and JP 4-08 discuss multinational logistic support.

Chapter 3

Command, Control, Automation, and Communications

This chapter describes the TSC headquarters and how its staff officers integrate and coordinate support. It also describes how the TSC headquarters staff uses automation and communications devices to accomplish the TSC's mission.

SECTION I – COMMAND AND CONTROL

3-1. The TSC is a major subordinate command (MSC) of the ARFOR. Within a developed theater, the TSC is the organizational equivalent of a corps headquarters with other unique considerations. Whereas most other MSCs of the ARFOR are principally focused at the tactical level, the TSC focuses at the operational level of war. This role entails a greater span of control in terms of geography and technical functions. ARFOR and TSC staff officers keep this unique role in view. Command relationships between the TSC headquarters and other headquarters and elements are described below.

TSC PLANS AND ORDERS

3-2. The TSC staff performs two distinct planning processes. One process leads to plans and orders for the operational support of ARFOR and the execution of designated lead service responsibilities. These plans and orders are the ARFOR service support OPLAN/OPORD or the service support annex to the ARFOR OPLAN/OPORD. The other process leads to plans and orders that direct the internal functions of the TSC.

3-3. The ARFOR staff directs and authenticates the content of the service support orders. How-

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ever, the TSC support operations staff may be the primary author because of its familiarity with the capabilities of the TSC and its proximity to the TSC coordinating staff. TSC coordinating and special staffs prepare staff estimates and plans for the internal functions of the TSC. The TSC G3 normally leads this process.

3-4. Section II of this chapter discusses in more detail the staff processes and responsibilities for planning, and the relationship between the deputy commander and the chief of staff. In most instances, the TSC chief of staff coordinates these two planning processes. The chief of staff ensures that—

- The TSC's internal operations order supports the operational support order.
- The coordinating staff and the support operations staff produce estimates and other staff products in a mutually supporting sequence for developing coherent plans.

3-5. The TSC staff uses the military decision making process (MDMP) as outlined in FM 5-0 (FM 101-5), and in applicable joint publications, principally JP 5-0 and CJCSM 3122.03. The TSC chief of staff or the TSC G3 (if delegated to do so by the chief of staff) directs the specific format. The format he chooses is consistent with the formats and direction of the ARFOR commander, the TSC higher headquarters. FM 3-93 (FM 100-7) contains a sample "Major Operations Plan Model—Operational Level" taken from joint doctrine and Army formats in FM 5-0 (FM 101-5). Appendix B discusses the difference between the operational support order/annex and the TSC operations order. It also includes an example of an operational level support order.

HIGHER HEADQUARTERS

3-6. During normal peacetime planning, the ASCC is the TSC's higher headquarters, overseeing contingency planning. During operations, the TSC's higher headquarters is the ARFOR. The ARFOR headquarters is either the ASCC or an augmented corps or division headquarters, depending on the scale of operations. The higher headquarters issues mission-type orders to the TSC. In peacetime, the ASCC staff prepares broad plans and guidance to support anticipated operations. TSC staff officers develop detailed plans, policies, and directives for support, which conform to ASCC policies, directives, and guidance.

3-7. In peacetime, the ASCC G1, G3, and G4 recommend priorities for support based on the commander's planning guidance. Based on staff recommendations, the commander determines priorities. TSC staff officers coordinate and supervise implementing ASCC policies and priorities to support current and future operations. They consolidate, analyze, and transmit changes in support status and situations to the ASCC.

3-8. The TSC deputy commander for support operations (DCSO) coordinates with the ASCC staff to ensure integrated CSS and supportability of future operations. The TSC G3 coordinates with the TSC DCSO and the ASCC G3 to ensure that TSC and ASCC support planners understand the TSC's capability and readiness to support current and future operations.

SUBORDINATE UNITS AND ACTIVITIES

3-9. The TSC commands assigned and attached units such as the organizations discussed in Chapter 2. The specialized commands interface with the TSC. The TSC headquarters coordinates command and policy matters with subordinate commands and organizations through command channels. The TSC support operations staff maintains continuous liaison with its counterparts in subordinate commands/units.

3-10. The DCSO and the chief of staff determine the reporting requirements within their areas of supervision. Emerging information technology (IT) systems such as the GCSS-Army and CSSCS (see Section IV below) contains features for compiling and presenting real-time information. Until these are fielded, units develop local formats and SOPs suitable for assimilating and analyzing the necessary information. The LPT checklist in Appendix A also contains a list of the informational items the TSC obtains and analyzes.

3-11. Two rules guide reporting requirements that the TSC staff places on subordinate and supported units. First, the necessary information should arrive at the TSC in a uniform format that the staff can analyze quickly. The TSC staff analyzes all reports for their content, reliability, coherence, and ultimate impact on support operations. The TSC staff's analytical skills are more important than the quantity of information received. Secondly, the TSC's reporting requirements minimize the burden on subordinate and supported unit staffs. This increases the likelihood of receiving quality information in a timely manner.

LIAISON REQUIREMENTS

3-12. Support coordination teams and/or LNOs promote cooperation and coordination. They do this through personal contact between the TSC and supported units. The support operations section provides the support coordination team(s). They serve as information gatherers for the support operations section. Responsibility for liaison is primarily from higher to lower echelon headquarters (See Chapter 2, FM 3-93 (FM 100-7), and Appendix L, FM 5-0 [FM 101-5]). Therefore, the TSC has critical requirements to place liaison elements with its principal subordinate headquarters, such as ASGs. Placement priority of liaison elements is keyed to—

- Enhancing visibility and understanding the action at nodes in the reception, staging, and onward movement process, such as SPODs, APODs, and at staging and assembly areas.
- Ensuring close interservice and multinational coordination in joint rear tactical operations.

TSC LIAISON OFFICERS TO ARFOR HEADQUARTERS

3-13. TSC support coordination teams and liaison officers (LNOs) perform the following services:

- Communicate regularly between the ARFOR and TSC headquarters.
- Attend daily briefings and provide input on TSC status and plans.

- Keep the ARFOR commander informed of the TSC's support situation and capabilities.
- Obtain information from TSC LNOs assigned to ARFOR headquarters or represented in ARFOR special staff divisions.

HOST NATION LIAISON OFFICER

3-14. The TSC may also provide liaison officers (LNOs) to the host nation (HN). They normally come from the TSC HN support directorate. In turn, they may provide LNOs to the TSC's HN support directorate, the support operations section, or to one or more of the control centers in the TSC. Headquarters company personnel arrange billeting, ration support, and other required services for these LNOs.

SECTION II – STAFF ORGANIZATION

3-15. The TSC commander may—at the discretion of the ARFOR commander—be the single commander for the bulk of CSS and CS specialized support in the AO. To facilitate C2 in such a situation, major segments of the TSC headquarters structure focus on either external support to supported units or internal support to TSC units.

3-16. The staff may organize along the lines of one of two types of staff models. (See Figure 3-1.) In one form of organization, the coordinating staff, or “G” staff, is supervised by the chief of staff and is wholly separate from the support operations staff, which is supervised by the deputy commander for support operations. This is the organization shown in Option 1 of Figure 3-1. Under this organization, the integration of the staff processes and products falls mainly to the TSC commander or the DCSO if the TSC commander assigns him that responsibility. This organizational option lends itself to operations where the TSC supports one or more full corps, the span of responsibility is significantly increased, and the DCSO has sufficient staff assistance to perform the integrating task. Under Option 2, the chief of staff supervises the entire staff, to include the coordinating and support operations staffs. The deputy commander oversees those functions specifically assigned to him by the commander and tasks the chief of staff for staff products in those areas that are under his assigned purview. These are normally support operations functions, but may extend beyond these if the TSC commander so designates. This arrangement is often most applicable to peacetime planning and operations where the span of control is too large.

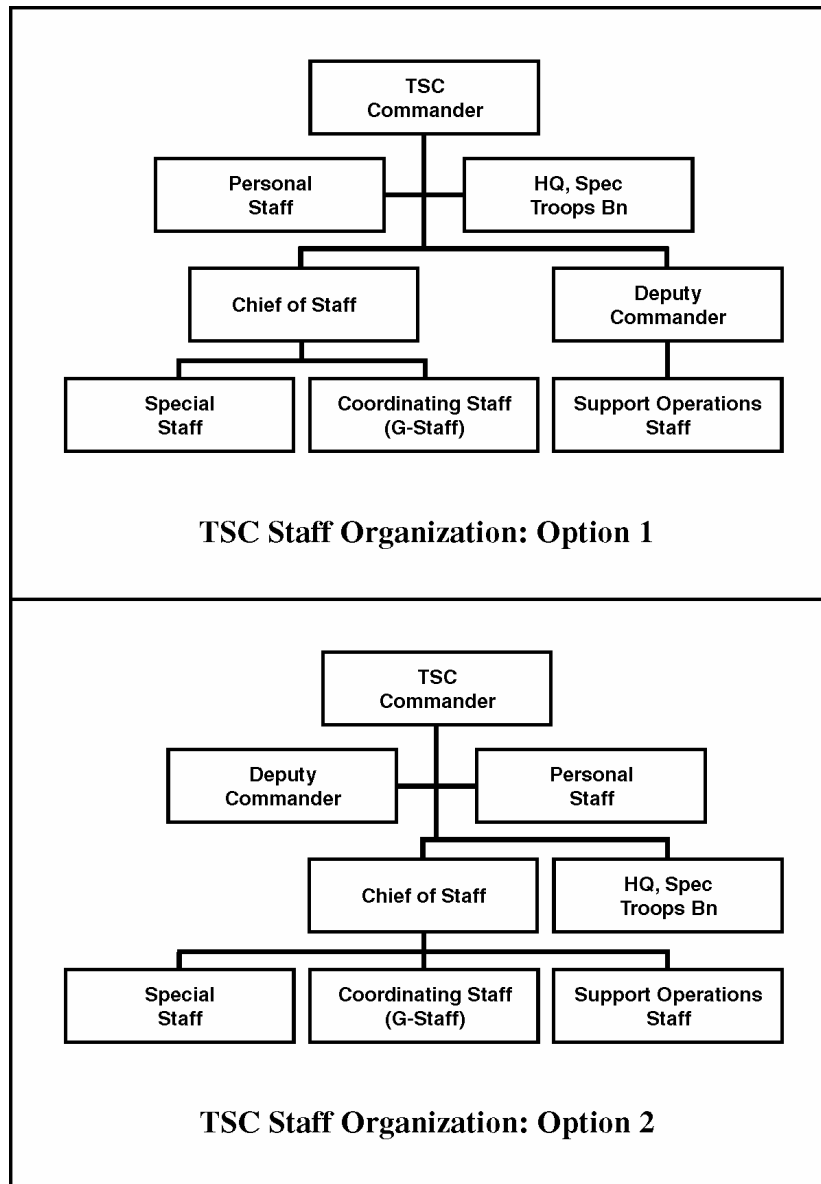


Figure 3-1. TSC Staff Organization

STAFF COMPONENT ROLES

3-17. The TSC's coordinating and special staffs relate to the support operations staff primarily in terms of furnishing capabilities that meet requirements. The coordinating staff marshals the capabilities of the TSC to meet the requirements determined by the support operations staff. Critical functions of the coordinating staff include, but are not limited to, developing the task organization of the TSC and monitoring the unit and individual readiness of the TSC (to include unit strength, equipment status, and personnel qualification fill rates). The support operations staff provides the Army theater support requirements to the coordinating staff and develops the Army

theater-level concept of support based on the capabilities. The support operations staff translates the ARFOR commander's operational priorities into priorities of support across the CSS spectrum for the TSC's external customers. This process of balancing capabilities to requirements is inherently cyclical. Therefore, these two parts of the TSC staff continually coordinate their efforts.

COORDINATING AND SPECIAL STAFFS

3-18. The TSC headquarters staff officers (see Figure 3-2 and Figure 3-3) coordinate and supervise implementing ARFOR policies and directives relative to supporting current and future operations. They develop plans and orders to ensure continuous support of operations. Coordinating and special staffs focus on internal TSC operations; the support operations staff focuses on external support. The fluidity of battle demands constant changes to these support plans. Detailed discussion on coordinating and special staffs is in Chapter 8.

COORDINATING STAFF

3-19. The G1 through G6 coordinating staff officers perform common staff responsibilities discussed in Chapter 8 of this manual, with more detail provided in FM 5-0 (FM 101-5). They develop internal TSC policies and plans in their respective technical areas and provide guidance, priorities, and allocations to subordinate commands. They also review the plans of counterpart staffs in subordinate units.

SPECIAL STAFF

3-20. Special staff officers provide technical advice and planning assistance to the TSC commander and staff on internal TSC activities. Chapter 8 describes the mission and functions of both special staff sections and coordinating staff sections in supporting those elements assigned, attached, or detailed to the TSC. (In addition to the elements shown in Figure 3-3, the commander of special troops and the secretary of the general staff are also considered special staff officers, as are the chemical officer and the explosive ordnance disposal officer.)

SUPPORT OPERATIONS STAFF

3-21. The support operations section oversees the TSC's external support mission. The DCSO supervises supply, maintenance, and field service units and synchronizes transportation, medical, personnel, finance, and engineer unit activities involved with external support. Specialized commands provide cells or LNOs to work with the support operations staff to synchronize and coordinate the planning for and execution of the total support mission. (See Figure 3-4.) Chapter 4 discusses these cells.

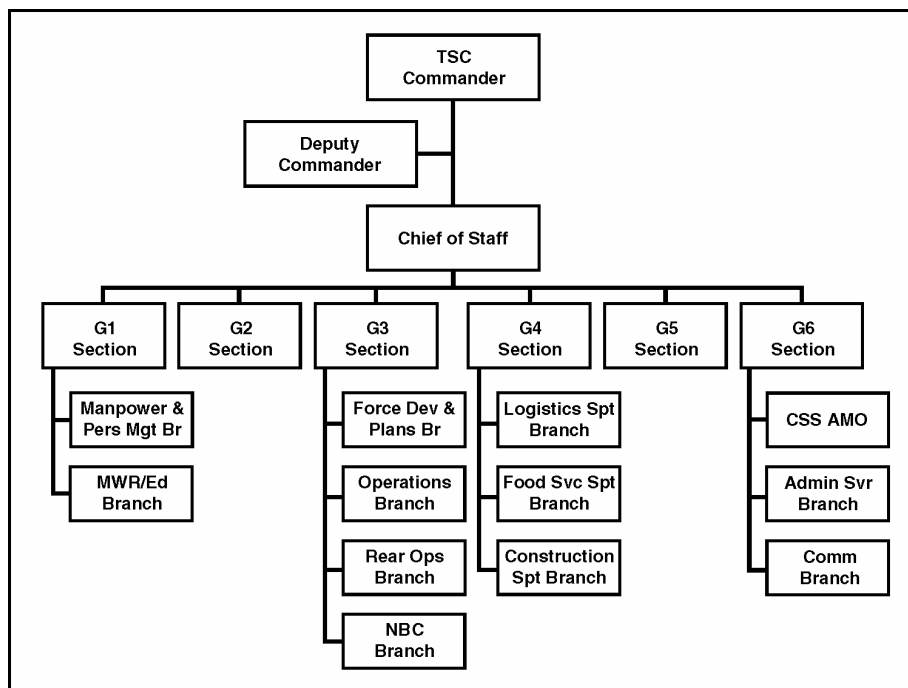


Figure 3-2. TSC Coordinating Staff

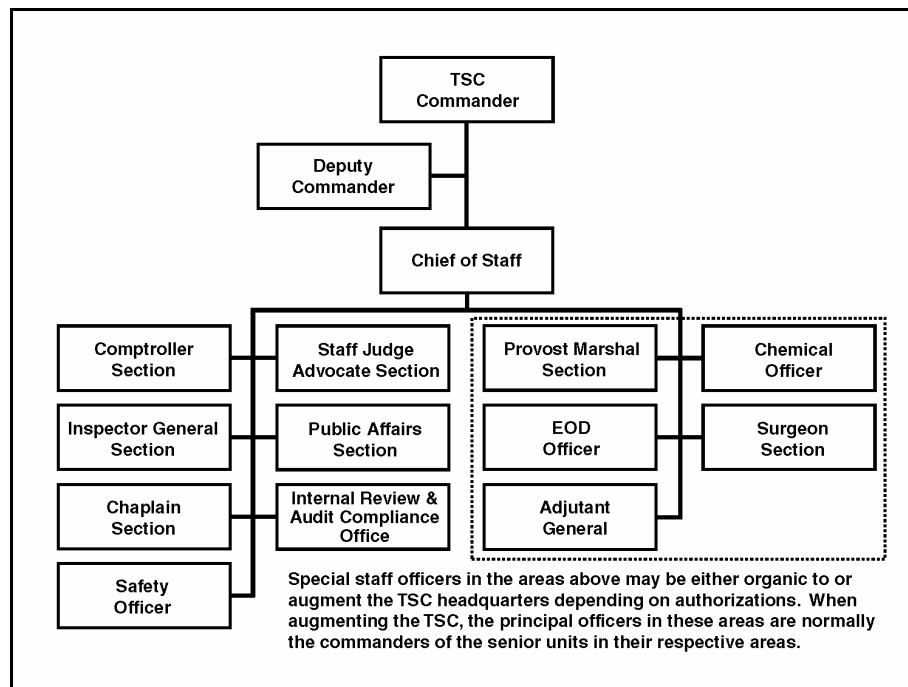


Figure 3-3. TSC Special Staff

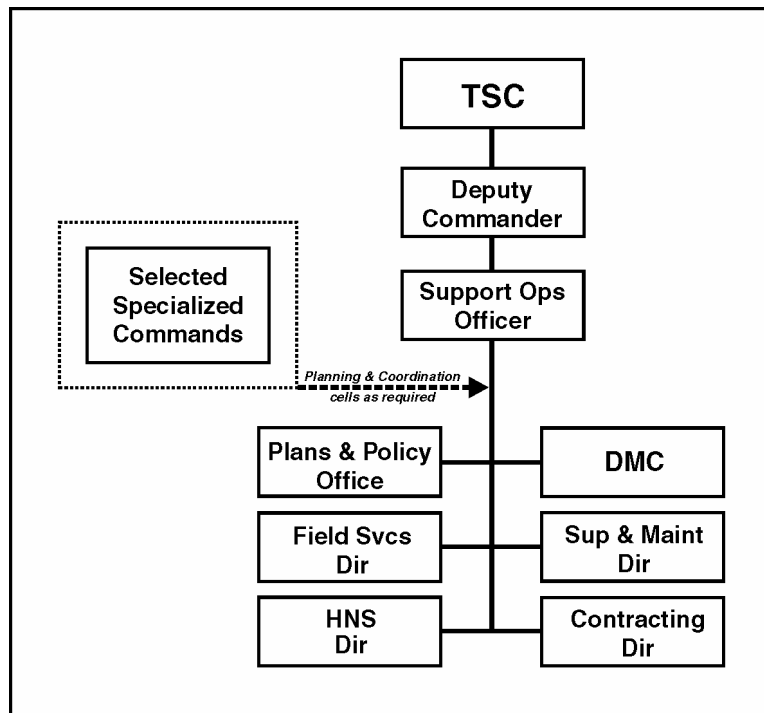


Figure 3-4. Specialized Commands and TSC Support Operations Staff

3-22. The support operations section and policy office works closely with the other elements of the support operations staff, as well as the special and coordinating staffs and specialized commands to coordinate plans, policies, procedures, and programs for external supply, transportation, maintenance, medical, personnel, finance, and engineering support. It develops estimates and monitors operational readiness. The DCSO coordinates estimates and plans for external support, to include—

- Support operations estimates.
- Annexes to the TSC OPLAN/OPORD.
- Support analyses.
- ARFOR service support plans/orders.

3-23. The TSC commander normally assigns the DCSO responsibility over the two TSC control centers (MMC and MCA), as well as the subordinate branches of the support operations section. The support operations section also coordinates support activities with the MLMC. The MLMC stays under C2 of MEDCOM, while the MMC and MCA are under C2 of the TSC. The DCSO conducts frequent coordination to harmonize the efforts of the control centers. He also resolves issues that the heads of the control centers cannot resolve. Chapter 5 discusses TSC control centers in detail.

3-24. The subordinate directorates/elements of the support operations section, and all assigned liaison elements and CSS specialized planning and co-

ordination cells, coordinate with the control centers and support units to accomplish the following tasks directed by the ARFOR commander:

- Compute overall theater requirements.
- Manage theater stockage and maintenance programs.
- Coordinate theater reception, staging, onward movement and throughput of forces and sustainment.
- Maintain theater-level distribution infrastructure networks.
- Cross-level resources.
- Exercise staff and technical supervision over TSC external mission support operations.
- Provide contracting and HN support coordination.
- Use velocity management methodology, principles, and automation tools, such as the Integrated Logistics Analysis Program (ILAP) and automated information technology (AIT) to manage, requisition, and track materiel and supplies.

Additional information concerning the support operations section and the DMC, and the relationships among those involved in controlling and managing external support, is in Chapters 4 and 5.

SPECIAL TROOPS BATTALION AND HEADQUARTERS COMPANY

3-25. The special troops battalion headquarters commands all special troops assigned or attached to the TSC headquarters. The headquarters company commands and supervises enlisted personnel assigned to the TSC HHC. Chapter 8 discusses these elements in more detail.

SECTION III – COMMAND POSTS

COMMAND POST ELEMENTS

3-26. The TSC field standing operating procedure (FSOP) establishes the TSC's command post (CP) organization and composition. The TSC CP consists of main, alternate, and supplemental locations. The alternate and supplemental locations are planned to enhance the security and survivability of the main CP.

MAIN COMMAND POST

3-27. The main command post (CP) consists of those elements of the command group, staff sections, and administrative support personnel required for C2, staff supervision, personnel staff support, and life support. It also includes planning cells or LNOs from specialized commands to synchronize support plans. The CP includes the support operations, life support, and perimeter defense areas.

3-28. The CP configuration reflects broad specialized relationships, continuity of operations, and information flow among sections. The availability of existing facilities and terrain determines actual location of elements and supporting staff sections. The special troops battalion commander plans the layout.

SUPPORT OPERATIONS SECTION

3-29. The support operations section of the TSC serves as the focal point for the entire spectrum of logistical and related CSS and CS operations. Within a field environment, the support operations area is a limited access facility within the main CP. It is typically occupied by the deputy commander for support operations, plans and policies office, DMC, specialized directorates (maintenance and supply and field services), and planning cells or LNOs from the transportation, medical, engineer, finance, and personnel commands. Support operations activities may obtain a degree of mobility and survivability by setting up key staff elements in expansion vans.

3-30. The life support area includes facilities for providing field feeding, billets, and organizational supply and maintenance. The headquarters company commander coordinates these support activities as well as other essential support services, such as shower, laundry, and latrines. Life support services are incorporated within the base perimeter.

3-31. An alternate CP provides continuity of C2 in case of destruction or incapacity of the main CP. The G3 selects alternate CP locations. The headquarters commandant is responsible for establishing the alternate CP layout.

COMMAND POST SECURITY

3-32. Command posts (CPs) use several survivability measures to improve survival of critical C2 nodes in a high-risk environment. If a hardened site is not available, CP dispersal enhances survivability. The following measures can improve CP survivability:

- Establishing alternate CPs.
- Dispersing elements within CPs.
- Deceiving the enemy of the CP location.
- Using hardened, protective shelters.
- Reducing size.
- Reducing signature.

3-33. The headquarters commandant is responsible for coordinating internal security and local defense of the main CP. CP security includes establishing—

- Prepared defensive positions and a warning system for the main CP.
- Barrier systems and obstacles outside the perimeter.
- Manned guard posts.
- Sentries and guards for local internal security.
- Alternate and supplementary positions.
- Quick reaction force.
- Access control.

3-34. Each staff section is responsible for its own routine internal security. This includes using—

- Signs and countersigns.
- Camouflage, noise, and light discipline.

- Defensive positions.
- Access roster or passes.
- Proper automation security.
- Proper classified storage and handling procedures.

3-35. Unless the main CP is within the perimeter of a larger secure base, the headquarters commandant controls access to the main CP. The G3 is responsible for preparing and issuing passes. MPs may provide access control. The headquarters commandant assigns crew-served weapons and is responsible for employing alarm units. The NBC officer designates the location of chemical detectors. The headquarters commandant establishes an airborne early warning network and implements an area alert system for ground and/or air attacks. He also notifies the supporting ROC of attacks and forwards requests for quick reaction forces through the G3.

SECTION IV - AUTOMATION

3-36. The TSC staff officers require accurate and timely data to prepare accurate estimates and responsive plans and orders. Their recommendations to the TSC commander and ARFOR staff relate directly to the timeliness and accuracy of the received data. Automation support systems aid staff officers in collecting, collating, analyzing, and disseminating information to aid commanders in decisionmaking.

CSS AUTOMATION MANAGEMENT OFFICE

3-37. The combat service support automation management office (CSSAMO) assigned to the TSC serves in a supervisory role, establishing CSS automation policy and providing guidance for all subordinate CSSAMOs in the command. It coordinates actions and serves as the systems integrator for the command. This CSSAMO is the focal point for all new system fielding, software changes, change proposals, and any other CSS automation actions requiring coordination between internal and external agencies. It provides CSS Standard Army Management Information Systems (STAMIS) software support to the TSC headquarters and coordinates signal requirements.

TSC HEADQUARTERS AUTOMATION INTERFACES

3-38. The TSC uses reliable, secure communications, both voice and data, with the headquarters of all principal support elements. These links are especially critical during early entry operations. Examples include, but may not be limited to, the following entities:

- Higher headquarters (ARFOR).
- Strategic services and commodity providers (DLA, USAMC, USTRANSCOM [MTMC and AMC]).
- Subordinate units (ASGs or CSGs, specialized battalions and groups).
- Specialized commands at EAC (TRANSCOM, ENCOM, MEDCOM, PERSCOM, FINCOM).

- Support headquarters from other U.S. services (for example the Marine Corps force service support group [FSSG] or the Marine Logistics Command [MLC]).
- Support headquarters from other nations.
- Contractors (see FM 3-100.21 [FM 100-21]).

3-39. The operational environment often does not afford connectivity through standardized automation applications. This is especially true when interfacing with other services and multinational partners. In this case, simple voice communications via telephone and frequency modulation (FM) radio, and non-secure Internet protocol (NIPR)/secure Internet protocol (SIPR)/Internet communications, as appropriate, are essential. Ideally, the TSC commander and staff obtain C2 and CSS management information through a network of battlefield automated systems as listed below.

GLOBAL COMMAND AND CONTROL SYSTEM

3-40. The Global Command and Control System (GCCS) is the key joint C2 system. GCCS is a system of interconnected computers that provides an integrated C2 capability to the entire joint community. It provides up to secret-level information from a variety of applications that have migrated, or are in the process of migrating, from other systems, including the JOPES. GCCS provides a fused picture of the battlespace within the overall C2 system. The Army Battle Command System (ABCS) is the Army's component of GCCS.

ARMY BATTLE COMMAND SYSTEM

3-41. The Army Battle Command System (ABCS) integrates Army battlefield functional area (BFA) systems to link strategic, operational, and tactical headquarters. It provides commanders and staffs at theater and below a relevant common picture through improved situational awareness and battlefield digitization. ABCS includes three components: the Global Command and Control System-Army (GCCS-A), the Army Tactical Command and Control System (ATCCS), and the emerging Force XXI Battle Command Brigade and Below (FBCB2) system (see Figure 3-5).

GLOBAL COMMAND AND CONTROL SYSTEM-ARMY

3-42. The Global Command and Control System-Army (GCCS-A) is the corps and above operational component of ABCS. It establishes a direct link with the joint GCCS. GCCS-A receives input from CSSCS and the STAMIS/GCSS-Army.

ARMY TACTICAL COMMAND AND CONTROL SYSTEM

3-43. The Army has fielded the Army Tactical Command and Control System (ATCCS) to meet tactical C2 requirements from battalion to theater. ATCCS includes a standard automation architecture that uses tactical communications. ATCCS consists of the following five automated Battlefield Functional Area Control Systems (BFACs):

- Advanced Field Artillery Tactical Data System (AFATDS).
- Maneuver Control System (MCS).

administrative/logistics orders, and to aid decisionmaking and planning. CSSCS interfaces with GCSS-Army and with FBCB2.

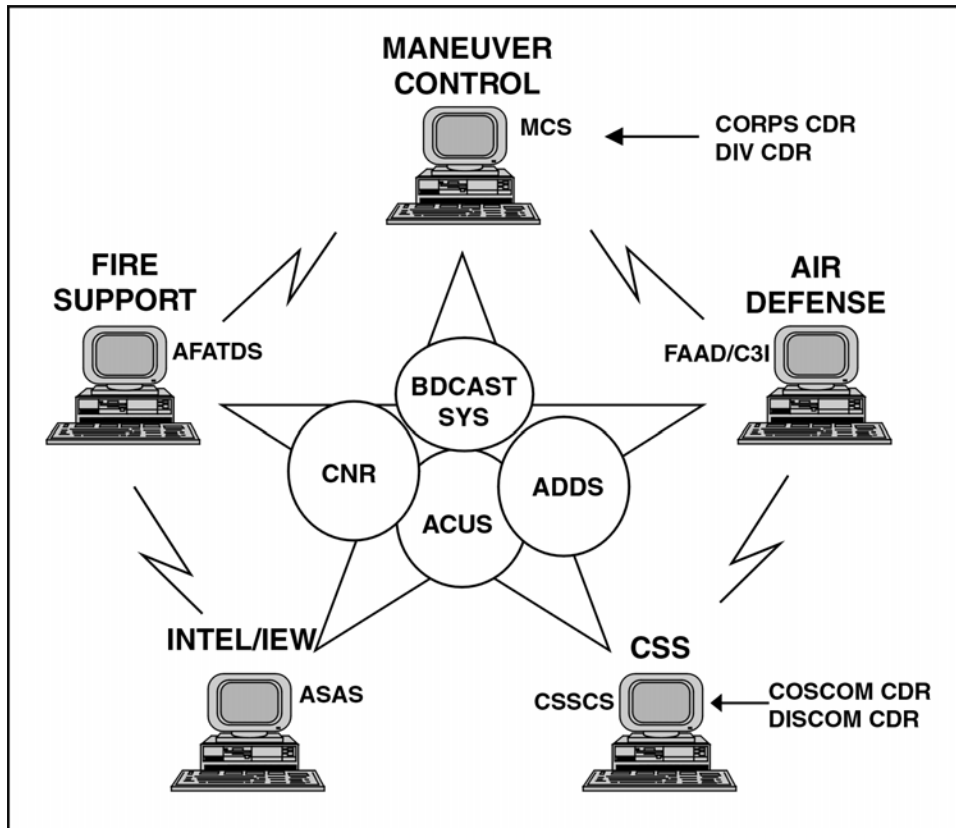


Figure 3-6. Army Tactical Command and Control System

STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS

3-48. The Standard Army Management Information Systems (STAMIS) provide detailed, day-to-day processing of management information, and are the key source of CSS data for the C2 systems. This section discusses legacy STAMIS critical to TSC operations. The following section discusses emerging systems.

STANDARD ARMY RETAIL SUPPLY SYSTEM

3-49. The Standard Army Retail Supply System (SARSS) consists of four interrelated subsystems: SARSS-1, SARSS-2AD, SARSS-2AC/B, and the SARSS Gateway. SARSS-1 is the automated system that operates at all echelons to receive, store, and issue supplies. SARSS-1 also maintains the accountable records. SARSS-1 has interfaces to receive and process requests for issue from the Unit Level Logistics System (ULLS), Standard Property Book System-Redesign (SPBS-R), and the Standard Army Maintenance System-1 (SAMS-1). SARSS-2AD is the automated supply management system used by managers at separate brigade, armored cavalry regiment, or divisional mate-

riel management levels. It provides the tools for managers to establish stock-age levels, support relationships (i.e., which units are supported by which SSA for which class of supply), and operating parameters. SARSS-2AD also maintains a custodial Availability Balance File (ABF) that provides visibility of SARSS-1 assets to control the lateral issue process (i.e., referrals) of assets between SSAs. SARSS-2AC operates at the corps support command (COSCOM), TSC, and the U.S. Property and Fiscal Office (USPFO). SARSS-2AC provides the same management capabilities for the COSCOM and TSC managers responsible for corps and theater SSAs that the SARSS-2AD provides for divisional managers. SARSS-2B operates at the COSCOM, TSC, and USPFO to perform non-time sensitive supply management functions for document history, catalog update, and demand analysis. SARSS-2B also interfaces with financial systems. The SARSS-Gateway provides a communication network and the capability to send transactions to the Defense Automatic Addressing System (DAAS). The SARSS-Gateway also provides customer access to assets that are available within a specified geographic area. Requests are electronically transmitted from customers to the SARSS-Gateway where lateral search and issue decisions are made based on the residing ABF. If assets are not available, the SARSS-Gateway forwards the request to the wholesale source of supply and provides status to customers on action taken.

STANDARD PROPERTY BOOK SYSTEM-REDESIGN

3-50. Standard Property Book System-Redesign (SPBS-R) is an automated property accountability system that provides on-line management information and automated reporting procedures for property book officers (PBOs). SBPS-R interfaces with SARSS at the SSA to requisition property book and other accountable items required by units. It interfaces with ULLS-S4 at the unit level to provide the information needed so that ULLS-S4 can generate the hand receipt/sub-hand receipt and component listings. SPBS-R performs automated reporting of assets to support Army total asset visibility (ATAV).

STANDARD ARMY MAINTENANCE SYSTEM

3-51. There are two versions of the Standard Army Maintenance System (SAMS): SAMS-1 and SAMS-2. The Standard Army Maintenance System-1 (SAMS-1) is an automated maintenance management system used at the DS maintenance company found in the separate brigade, division, corps, and echelons above corps and the GS maintenance company at echelons above corps. The system automates work order registration and document registers. It automates inventory control and the reorder of shop and bench stock, as well as automating work order parts and requisitioning. It produces preformatted and ad hoc reports, and allows extensive on-line inquiry.

3-52. SAMS provides the capability for automated processing of DS and GS maintenance shop production functions, maintenance control work orders, and key supply functions previously performed manually. Requisitions are prepared automatically and automatic status is received from SARSS-1. SAMS also provides completed work order data to the logistics support activity (LOGSA) for equipment performance and other analyses.

3-53. SAMS-1 automates maintenance documentation and information gathering and transmittal. It provides management of work orders and work order tasks; allows transfer of repair parts and/or due-ins between work orders and shop stock; accounts for direct, indirect, and nonproductive man-hours; and simplifies and standardizes collecting and using maintenance data. SAMS-1 improves readiness management and visibility by providing equipment status and asset data; raises the quality and accuracy of performance, cost, backlog, man-hour, and parts data through improved maintenance management. SAMS-1 uses commercial off-the-shelf hardware.

3-54. The Standard Army Maintenance System-2 (SAMS-2) is an automated maintenance management system used at the main support battalion (MSB)/division support battalion (DSB) and the forward support battalion (FSB) in the division. Materiel offices of specialized maintenance battalions and support groups in the corps and EAC also use SAMS-2, along with the MMC, DISCOM, COSCOM, and TSC.

3-55. The field commands use SAMS-2 to collect and store equipment performance and maintenance operations data. They use this data to determine guidance to give to their subordinate maintenance units. SAMS-2 provides the capability of monitoring equipment non-mission-capable status and controlling and coordinating maintenance actions and repair parts utilization to maximize equipment availability.

3-56. SAMS-2 receives and processes maintenance data to meet information requirements of the manager and to fulfill reporting requirements to customers, higher SAMS-2 sites, and the wholesale maintenance level. Management can access data instantly to control, coordinate, report, analyze, and review. SAMS-2 maintains equipment status by line number and unit within the command, maintains a record of critical repair parts and maintenance problem areas, provides visibility of backlog and planned repair requirements, and provides maintenance performance and cost evaluation tools.

3-57. SAMS-2 provides maintenance and management information to each level of command from the user to the DA level. SAMS-2 collects, stores, and retrieves maintenance information from SAMS-1 sites and allows managers to coordinate maintenance workloads. SAMS-2 passes key maintenance and supply information to higher commands for maintenance engineering and readiness reporting. SAMS-2 operates on commercial, off-the-shelf hardware.

STANDARD ARMY AMMUNITION SYSTEM- MODERNIZED

3-58. The Standard Army Ammunition System-Modernized (SAAS-MOD) automates retail ammunition management functions in the Army COSCOM and TSC MMCs. The system provides in-transit visibility (ITV). It automates receiving, storing, and issuing operations at Army-operated TOE and TDA ammunition supply points, and ammunition operations within the division ammunition office. The existing system provides centralized information management to support ammunition management functions on the battlefield, in the continental United States, overseas, and within the major commands.

3-59. SAAS-MOD is a real-time, interactive system. It enables the staff to optimize allocation of ammunition resources to support those decisions nec-

essary to ensure timely resupply of theater assets from the highest levels of operation and management nodes down to the customer. The system incorporates embedded and sustainment training, automatic identification technology, and enhanced communications technology, and operates on non-developmental, commercial-off-the-shelf hardware. It is a go-to-war replacement for the old SAAS. The new system design accommodates the force projection Army. SAAS-MOD current interfacing capability includes the following—

- The SPBS-R, which provides major end-item data at battalion level and above and basic load information.
- The CSSCS, which provides command and control data.
- The Unit Level Logistics System-S4, which passes ammunition requests to SAAS-MOD (interface is presently a manual mode of operations).
- The Commodity Command Standard System, which acts on SAAS-MOD daily reportable transactions that are passed to the Standard Depot System.
- The Logistics Support Activity, which provides catalog data to SAAS-MOD via Defense Logistics Information Service.
- The Worldwide Ammunition Reporting System, which processes SAAS-MOD transaction data.

3-60. The Training Ammunition Management Information System (interface is presently a manual mode of operations), which forwards training ammunition requests and forecasting requirements to SAAS-MOD.

DEPARTMENT OF THE ARMY MOVEMENT MANAGEMENT SYSTEM- REDESIGN

3-61. The Department of the Army Movement Management System-Redesign (DAMMS-R) consists of two blocks. Block II provides highway scheduling, convoy planning, and communications. The requesting unit plans convoys and transmits requirements to the highway scheduler at theater-, corps-, or division-level as appropriate. The highway scheduler coordinates requests on the main supply route (MSR). DAMMS-R has been fielded to CONUS power projection platforms and to theater, corps, and division units in U.S. Army, Europe (USAREUR) and U.S. Forces, Korea (USFK).

3-62. Block III provides movements control, container management, mode management, theater address,, and communications to transportation managers in the AO. Block III is fielded at theater-, corps-, and division-levels in USAREUR and USFK. DAMMS-R interfaces with the Worldwide Port System (WPS) to receive cargo manifests and to facilitate container management within the theater. DAMMS-R also interfaces with the AMC Consolidated Aerial Port System II (CAPS II) to assist in expediting priority cargo. The mode capabilities support theater-, corps-, and division-level mode operators by providing asset visibility and asset-tasking capability.

3-63. The theater address subsystem is an integrated part of DAMMS-R. This subsystem provides support for both the movement control and mode management requirements.

3-64. The communications subsystem provides users of DAMMS-R with a reliable communications capability. As outputs from the system are generated, the system addresses the file to the appropriate addressee or addressees without user intervention through a local area network (LAN) or a stand-alone system with dialup connectivity. The communications subsystem can operate in an austere environment using MSE or TRITAC. DAMMS-R will be replaced and its functions incorporated into TC-AIMS II as a Pre-Planned Product Improvement (3PI) in the 2004/5 time frame.

REPLACEMENT OPERATIONS AUTOMATION MANAGEMENT SYSTEM

3-65. The PERSCOM assists in projecting individual manpower requirements during OPLAN execution. Currently, the following three automated systems support this mission:

- Automation of the Theater Shelf Requisitioning Process (AUTOREP) generates fillers and casualty replacement requirements by personnel category, military occupational specialty (MOS), grade, and rank to predict the number of replacements required over time. Its product is known as the shelf requisition.
- Non-unit replacement personnel (NRP) Flow Computer Assisted Program (FLOWCAP) is used by PERSCOM and CONUS replacement centers (CRCs) to schedule, control, and track the flow of replacements from the CRC. Applications also provide manifest data for AMC, advance arrival information for the ARFOR commander, and internal reports for the CRC to manage and process replacements.
- Automation of the Casualty Analysis Process (AUTOCAP) compares actual casualty data and OPLAN modifications against projected and actual flow of casualty replacements and fillers. It also allows the ARFOR commander to adjust projected requirements.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM

3-66. The Standard Installation/Division Personnel System (SIDPERS) provides automated personnel support for active and reserve Army soldiers. It supports strength accounting, personnel management, personnel actions, and exchange of information with other automated systems. SIDPERS provides commanders the ability to optimize personnel assets to meet peacetime, mobilization, and wartime personnel service requirements. SIDPERS is a standardized personnel system responsible for strength reporting and personnel administration. The system provides for data entry, ad hoc queries, word processing, spreadsheet, battle rosters, personnel requirements reports, personnel summary reports, task force summaries, and miscellaneous functions. The replacement for SIDPERS is in the early stages of development. It will consist of a single corporate database with web-enabled base personnel processes to support commanders and soldiers.

THE ARMY MEDICAL MANAGEMENT INFORMATION SYSTEM

3-67. The Army Medical Management Information System (TAMMIS) tracks patients within the theater and manages medical supply information. Medical C2 information is provided through data roll-ups on the statuses of medi-

cal units, evacuation workloads, and critical workloads. The replacement for the logistics portion of TAMMIS is in the early stages of development. It is a joint system known as Defense Medical Logistics Standard Support (DMLSS).

ARMY WAR RESERVE DEPLOYMENT SYSTEM

3-68. The Army War Reserve Deployment System (AWRDS) is designed to support rapid force projection. AWRDS enables the Army to dispatch brigade-sized sets quickly with all the equipment and spare parts they need to sustain themselves. The AWRDS application is a distributed database application that allows military personnel in the United States and numerous sites around the world on land and sea to maintain and access current equipment availability and readiness information. FM 4-93.41 (FM 63-11) and FM 3-35.2 (FM 100-17-2) provide more information on using AWRDS.

EMERGING SYSTEMS

3-69. The systems described below are being developed to support force projection operations in the near term and beyond. TSC staffs and certain subordinate elements need access to these systems and their products in order to manage distribution and the movement and sustainment of the force effectively.

GLOBAL COMBAT SUPPORT SYSTEM

3-70. The Global Combat Support System (GCSS) is a DOD-level integration and interoperability initiative to ensure interoperability across CSS functions, as well as between CSS and C2 functions. It is neither an acquisition program nor a standard information system, but a strategy for enhancing CSS effectiveness within and among the services. It requires each service to implement common technical standards for its automated information systems IAW the defense information infrastructure (DII)/common operating environment (COE). This includes using standard data elements to improve interoperability and understanding when sharing information among the services during joint operations. Each service is in the process of upgrading to these new technical standards. The Army's program to implement these standards is GCSS-Army.

GLOBAL COMBAT SUPPORT SYSTEM-ARMY

3-71. The Global Combat Support System-Army (GCSS-Army) is the replacement for several of the Army's current STAMIS. It will operate in conjunction with other key systems (such as the Transportation Coordinators' Automated Information for Movement System [TC-AIMS II], Movement Tracking System [MTS], and CSSCS). It provides support personnel detailed information about support required by the war fighter and the current availability of needed materiel to include items in the distribution pipeline. GCSS-Army will address the Army's current automation dilemma of having "stove-piped" systems, that is, systems that do not share information horizontally among different functional areas. It will employ state-of-the-art technology to include client-server technology designed to take full advantage of modern communications protocols and procedures. It will be designed with the

maximum amount of communications capability and flexibility so that it can take advantage of any available communication systems to include commercial or military, terrestrial, or space-based. GCSS-Army will comply with the DII/COE technical standards and data element standards. Compliance with these DOD-level standards is a critical step toward achieving the required joint interoperability goals to support the DOD GCSS.

TRANSPORTATION COORDINATORS' AUTOMATED INFORMATION FOR MOVEMENT SYSTEM II

3-72. The Transportation Coordinators' Automated Information for Movement System II (TC-AIMS II) is being developed as the deployment system of the future and will replace DAMMS-R and selected other Army transportation systems. It is a DOD system being designed for use by all services. It will support all unit movement and deployment operations. The TC-AIMS II design incorporates the best parts of each component's transportation system and the unique needs of each service to create a joint transportation system.

3-73. TC-AIMS II operates in conjunction with the GCSS-Army and the MTS to provide the automated tools needed for successful distribution management (time-definite, location-specific delivery of materiel to the war fighter). TC-AIMS II provides the capability to automate unit movement and installation transportation office/traffic management office (ITO/TMO) planning and execution from both garrison and deployed field environments. TC-AIMS II also provides an automated information management capability to managers involved with movement control and allocation of common-user land transportation in an AO. TC-AIMS II provides needed data to the Global Transportation Network (GTN) and C2 systems at various command levels. TC-AIMS II will be the standard joint transportation and deployment information management system.

3-74. TC-AIMS II operates in garrison to support daily military transportation requirements, transportation and specific deployment-related deliberate planning requirements, and transportation and deployment-related execution requirements. The garrison configuration uses existing base communications.

3-75. For deployment, the TSC G3 uses TC-AIMS II software and unit equipment data to estimate the transportation requirements. They access the consolidated deployment equipment list (DEL) on the G4 TC-AIMS II computer using the LAN that links to the two systems. The G3 reviews the consolidated DEL and movement packages and recommends changes based on most current information about the OPLAN to execute. The support staff will make the changes in coordination with subordinate unit movement officers (UMOs). Based on the command deployment schedule, the support staff forwards the consolidated DEL for input to the GTN and to the Defense Transportation System (DTS). The TSC TC-AIMS II also interfaces with the Joint Force Requirement Generator II (JFRG-II) for TPFDD build.

3-76. TC-AIMS II has the capability to provide support in field conditions, to include during RSO&I. All requisite data is available to accomplish RSO&I of personnel, supplies, and equipment. The TSC requires the communications capability to handle the interface and to share data with GTN and DTS, as well as with joint/service/C2 systems and other critical transportation and

deployment systems. Units with deployment, movement control, or mode operations missions will deploy with their own TC-AIMS II hardware platforms.

3-77. TC-AIMS II provides movement control organizations within an AO an automated capability to forecast the arrival of personnel and inter-theater cargo and containerized shipments, and to maintain visibility of command-interest cargo throughout the theater. Movement control elements will have the capability to coordinate and provide transportation services to shippers, carriers, and receiving activities. Automated functions include documenting transportation movement requests, tasking mode operators, forecasting, and reporting container and cargo movements. Mode operators will have the automated capability to receive commitments, task specific assets, and maintain fleet asset status data. Other capabilities include scheduling and deconflicting convoy movements, maintaining unit personnel location manifesting data, and maintaining in-transit cargo and asset movement visibility.

MOVEMENT TRACKING SYSTEM

3-78. The Movement Tracking System (MTS) supports distribution management through the full spectrum of military operations. The system's integration with TC-AIMS II and GCSS-Army provides commanders and distribution managers with improved movements tracking, control, and management capability. It provides near-real-time information on the location and status of distribution platforms using cabin console mounted hardware and satellite technology. MTS incorporates various technologies, including a Global Positioning System (GPS), AIT, vehicle diagnostics, and non-line-of-sight communications and mapping.

3-79. MTS capabilities improve the effectiveness and efficiency of limited distribution assets. It provides flexibility and control over distribution operations to include the ability to re-route supplies to higher priority needs, avoid identified hazards, and inform operators of unit location changes. Future plans call for MTS to interface with embedded equipment diagnostic and prognostic systems to provide accurate data that will aid fleet maintenance and improve availability and overall service life.

3-80. MTS primarily enhances distribution operations from the POD to the brigade rear boundary. MTS control stations will be established in DMCs, the MCA, movement control battalions (MCBs), movement control elements, distribution terminals, and mode operators. Additionally, MTS improves the operational effectiveness and efficiency of a number of other support activities, including traffic regulation control, maintenance and recovery, medical evacuation via ground ambulance, field services, financial management, religious support, and water transport. The plan is that all common-user logistics transport (CULT) vehicles and related CS and CSS tactical wheeled vehicles and watercraft will be fitted with MTS mobile units.

3-81. MTS provides the distribution system the capability to—

- Track the location of vehicles and communicate with vehicle operators (U.S. and HN).
- Provide real-time ITV of movements within a theater.

- Redirect movements based on changes to battlefield requirements.

3-82. Transportation elements use MTS to monitor and control in-transit status of their equipment tasked to move unit or non-unit equipment, supplies, and personnel throughout the theater distribution system. The MTS also provides the capability to synchronize resupply actions with fluid movements of maneuver forces, ensuring that the right resources are at the right place at the right time. MTS maximizes transportation asset utilization and efficiency, thus reducing overall operational times and associated costs. AIT documents arrival and departure events at nodes within the DTS for ITV. MTS provides real-time tracking and messaging between transportation managers and the vehicles actually moving resources. This permits rerouting, redirecting, and synchronizing supplies with maneuver forces.

DEFENSE FINANCE BATTLEFIELD SYSTEM

3-83. The Defense Finance Battlefield System (DFBS) is a deployable computer system that provides integrated finance, accounting, and resource management support, such as military pay, disbursing, vendor support, travel, civilian pay, and non-U.S. pay between the battlefield and the DFAS. Finance organizations use the DFBS in concert with other systems and automation enablers to facilitate responsive financial management support in all operations. DFBS is compatible with other CSS platforms such as GCSS-Army and CSSCS, and is upgradeable to incorporate future systems and technological changes. See FM 1-06 (FM 14-100) for more information.

SECTION V - COMMUNICATIONS

3-84. The TSC passes information quickly and accurately to the Army service component command, subordinate commands, corps, and units located in or passing through its support areas. C2 operations provide the TSC commander with the means of accomplishing the mission. For additional information see FM 4-01.4 (FM 100-10-1). The following paragraphs discuss the functions of the Assistant Chief of Staff, Communications (G6) staff section and C2 planning, as well as the use of subscriber devices, radio nets, and contingency satellite communications in the TSC.

G6 STAFF SECTION

3-85. The TSC Assistant Chief of Staff, Communications (G6) is the principal staff officer for all matters concerning communications operations. The G6—

- Ensures communications operations are inclusive of network operations (NETOPS) and information management (IM).
- Advises the commander, staff, and subordinate commanders on communications operations matters.
- Provides staff assistance to all staff section information management officers on tactics, techniques, and procedures (TTP) for performing information management functions within the staff section.
- Supervises the activities of the NETOPS officer, information assurance (IA) staff manager, information management coordinator (IMCOORD),

relevant information (RI) officer, and information systems (INFOSYS) officer.

3-86. The TSC G6 coordinates directly with—

- TSC staff officers.
- The ARFOR G6.
- Communications operations chiefs of subordinate and attached units.
- ARFOR/TSC staff officers for detailed TSC communications requirements.
- Supporting area signal officers on local communications matters that pertain to TSC units.

3-87. The TSC G6 staff section exercises technical supervision over any communications element assigned or attached to the TSC. The TSC G6 staff section—

- Establishes the internal communications system for the TSC HHC.
- Establishes the internal communications system for the TSC's functional control centers and subordinate units.
- Identifies communications links and requirements between the TSC headquarters, subordinate TSC elements, supported units, and the supporting area signal centers in the area communications system.
- Monitors the communications capability organic to TSC units and links these capabilities into a workable TSC communications system.
- Prepares the communications annex to OPLANs and OPORDs.
- Prepares, maintains, and updates communications operations estimates, OPLANs, and OPORDs.
- Monitors and makes recommendations on all technical communications operations activities within the command.
- In conjunction with the G2 and G7 (assisted by the Land Information Warfare Activity [LIWA]) performs communications systems vulnerability and risk management (see FM 3-13 [FM 100-6]).
- Coordinates, plans, and directs communications security (COMSEC) measures, including the operation of the Information Assurance Systems Security Office (IASSO).
- Supervises the automation section.
- Produces tactical telephone directories and listings for users.
- Controls radio frequency allocations and spectrum management.
- Coordinates signal interface with HN and allied forces.
- Maintains configuration control of all software by ensuring that the software is current, compatible, and standardized.

COMMUNICATIONS SUPPORT PLANNING

3-88. When preparing for projected operations, the G6 revises communications estimates, OPLANs, and OPORDs. During the preparation of the communications annex to the TSC OPLAN/OPORD, the G6—

- Analyzes the communications requirements of the TSC headquarters and TSC units for projected operations.
- Determines the extent of communications support required.
- Recommends to the G3 locations for command posts based on the information environment.
- In conjunction with the G2 and G3 plans office performs communications systems vulnerability and risk management.
- Determines the sources and availability of communications assets.
- Coordinates with the G5 on the availability of HN commercial information systems and services for military use.
- Develops plans to provide the TSC headquarters with continuous communications from the time of alert through establishing operations in the AO.
- Establishes automation system administration procedures for all information software and hardware employed by the force.
- Coordinates requirements with the ARFOR G6.
- Recommends essential elements of friendly information (EEFI) for communications.
- Ensures that redundant communications means are planned and available to pass time-sensitive critical information.
- Coordinates, plans, and directs all IA activities conducted within the command.
- Requests and receives, as necessary, assistance from the LIWA.

SUBSCRIBER DEVICES

3-89. Digital nonsecure voice terminals (DNVTs) provide nonsecure voice access to wire subscribers, usually at command post locations. DNVTs with data ports interface with facsimiles for informal record traffic and single-subscriber terminals (SSTs) for formal worldwide record traffic. Additionally, Standard Installation/Division Personnel System 3 (SIDPERS 3) and unit-level computer interface with the DNVT provides a means of entering the CSSCS via the Area Common User System (ACUS).

3-90. Users install DNVTs and lay field wire to ACUS interface points. The amount of wire the TSC headquarters requires depends on the requirements of subordinate headquarters. FSOPs cover internal wire installation and connectivity to ACUS interface points, and specify who does the installation and connection, and in what priority.

HOST NATION INTERFACE

3-91. Host nation (HN) commercial telephone service can supplement tactical communications systems. To reduce the burden on tactical communications systems, TSC units use the commercial phone system when it is feasible to do so without compromising operations.

3-92. Where HN support agreements exist, the TSC command net and MMC net may interface with supporting HN organizations. Communications between the HN and TSC occur via fixed and field-type communications links. To ensure interoperability with HN supporting units, the TSC needs commu-

nications and automation equipment that allows them to interface with the communications network of supporting HN organizations. Using existing HN telephone lines enable communications with U.S. liaison teams.

3-93. STANAG 4214 covers digital interoperability with North Atlantic Treaty Organization (NATO) units. STANAG 5000 covers facsimile AN/UXC-7 interoperability capabilities.

RADIO NETS

3-94. G6 section personnel analyze the types of radio net requirements discussed below and arrange for installation as required by operations. As with wire communications, radio nets support both the internal and external operations of the TSC.

HIGH FREQUENCY (HF) NET

3-95. Support operations section personnel may use the high frequency (HF) radio command operations net to coordinate supportability issues with ARFOR headquarters and subordinate commands. The HF command net enables the TSC staff to discuss critical support issues with ARFOR G3 and G4 staffs and TSC control centers. The HF command net enables TSC staff to obtain real-time information and to maintain communications when relocating the CP.

3-96. The TSC HF command net enables TSC command section staff and support operations staff officers to disseminate mission taskings and transmit critical requirements data with ARFOR headquarters, subordinate units, and control centers.

FREQUENCY MODULATION (FM) NET

3-97. The frequency modulation (FM) net enables TSC headquarters and subordinate functional centers and commands to react quickly to changes in OPLANs and support requirements, and to direct/redirect subordinate units. It provides a means to transmit daily support data, and it supports inter-staff coordination. The FM net allows support operations staff officers to confer with staff counterparts in subordinate groups and battalions.

3-98. TSC support operations staff officers use the FM net to direct support efforts of subordinate commands and coordinate efforts with other CSS commands and units. The FM command net also allows support operations staff to transmit critical or time-sensitive information on the status of units and supportability of specific operations.

REAR OPERATIONS NET

3-99. Organic short-range FM radios are also authorized to facilitate transmitting rear operations data. They allow the TSC headquarters to coordinate with the ARFOR headquarters, response forces, and other units in the TSC area of responsibility.

3-100. The special troops battalion commander and headquarters company commander use their FM radios for base security and to communicate with other base elements. The rear operation net allows base and base cluster

elements to report incidents to and request support from the rear operations center (ROC).

CONTINGENCY SATELLITE COMMUNICATIONS

3-101. The signal command supporting the theater provides tactical satellite (TACSAT) support to the TSC during contingency operations missions. TACSAT provides the TSC with standard secure voice or data, and analog or digital capability that is compatible with other operational-level headquarters in the AO. The contingency package may include a small extension node (SEN), which provides one LAN and 16 voice connections.

3-102. Though TACSAT provides the communication link, planners consider the following:

- The limited availability of TACSAT terminals.
- Possible long lead-time for satellite access requests (SARs). If the headquarters moves, early completion of the SAR improves the chances of getting the request approved and back in a timely manner.
- Preemption by higher priority users. In rare instances, users with higher priority cause the antenna used by the TACSAT terminal to switch to another user. While these instances are rare, they do happen, and system administrators give users plenty of warning to seek other means of communications.
- Data rate constraints for satellite communications. Not all TACSAT terminals can provide the higher data required by the subscribers. Planners should take care to place the most critical circuits on the TACSAT, and use other means for less important communications.
- The effect of weather on satellite communications.
- Limited electronic warfare (EW) survivability.
- Possible gaps in service when acquiring connections to satellites.

Chapter 4

Support Operations

This chapter focuses on the role of the support operations personnel organic to the TSC headquarters. It discusses support functions planned and overseen by these personnel and gives the responsibilities of the various elements of the support operations section.

SECTION I – ROLE OF SUPPORT OPERATIONS

4-1. TSC support operations focus on establishing and maintaining the Army portion of the theater distribution system and sustaining the force in the AO consistent with the ARFOR commander and JFC strategic support priorities.

The TSC support structure responsible for support operations consists of three components—the support operations elements of the headquarters (in conjunction with the specialized commands), the control centers, and the operating units and organizations. The support operations staff with specialized commands and planning and coordination

cells plan support operations, ensure plans are executed IAW the commander's intent, provide staff supervision over operating units, work to resolve support issues, and synchronize the operations of all TSC elements. The specialized control centers manage supply, transportation, and maintenance operations. Chapter 5 discusses these centers in depth. The operating units actually execute the TSC support mission. Chapter 2 covers the units and elements that provide this support, along with the specialized commands.

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SUPPORT OPERATIONS SECTION

4-2. The support operations section supervises the provision of all TSC external mission support. It supervises supply, maintenance, field services, and movement control units and activities involved with external support. It also integrates transportation, aviation, medical, personnel, finance, and engineer mission support requirements into the overall support plan. In order to do this, the TSC support operations section requires planning and LNO cells from the specialized commands co-located with it. This is because the support operations section does not have organic specialized expertise to plan for and synchronize transportation, medical, personnel, finance, and engineer operations with other support operations. The theater-level specialized commands provide this expertise to the support operations section to ensure that their functions are integrated into the overall support plan. Specialized command representatives work most closely with the plans and policy office and the

DMC. Planning considerations include the location of support activities, the use and maintenance of facilities, and the integration of distribution operations with other support operations. Examples include ensuring that Class IV supplies are available when and where required to provide engineer support, and ensuring that materiel handling equipment (MHE) and transportation are available for postal operations. Working together, planners ensure that all support providers have a common, relevant picture of support priorities and can execute those priorities at the operational and strategic levels.

4-3. The specialized command planning, coordinating, and LNO cells may be part of the EEMs that are attached to the TSC C2 EEM of the TFOP in early stages of an operation. In any case, the cells locate with or near the support operations staff, even in peacetime, to synchronize plans. They attend TSC planning conferences and participate in training exercises. The distinction between placing specialized command planning cells with the TSC rather than LNOs is critical due to the unique relationship between the TSC and other CSS providers. LNOs typically join a receiving unit on deployment only to ensure close communications during a rapidly changing situation. Planning cells, on the other hand, have a continuous relationship in peacetime to ensure that plans are synchronized as effectively as possible, thus reducing chaos when activating an OPLAN. The elements from specialized commands/organizations provide input to the DMC as needed to coordinate the day-to-day management of distribution operations in their specialized areas.

4-4. The TSC support operations section serves as the focal point of coordination on all matters pertaining to external support for—

- Supported units and major commands.
- Other services or multinational partner forces.
- Other ARFOR major commands (to include EAC specialized commands).
- Strategic-level organizations providing support in the theater.
- Joint boards, bureaus, and centers (in accordance with the command relationships and SOPs established by the JFC).

4-5. Support operations staff officers interface with the DMC, control centers, specialized commands, and subordinate groups/brigades to support Army and other designated forces. They exercise technical supervision over TSC external mission support operations through coordination with the centers, specialized commands, and other staff elements. Support operations staff officers—

- Compute overall requirements for the supported force.
- Manage theater stocks.
- Coordinate movements and throughput with the USTRANSCOM.
- Develop and manage the support plan.
- Cross-level resources.
- Use velocity management methodology, principles, and automation tools—such as the ILAP and AIT—to manage, requisition, and track materiel and supplies.

4-6. The DCSO is responsible for the external support mission of the TSC. The relationship between the DCSO and the TSC staff is unique. Staff members do not work for the DCSO unless the commander directs this relationship. The commander describes his deputy commander's roles, duties, and relationships with the chief of staff, the staff, and the commanders of subordinate units. Typically, the TSC commander has the DCSO direct the work of the support operations section. The DCSO may do this by tasking the support operations section directly, or by working through the chief of staff. (See Chapter 3 for further explanation of potential staff working relationships.)

PLANS AND POLICY OFFICE

4-7. The plans and policy office develops estimates, plans, policies, procedures, and programs for external supply and maintenance, and movement control by working closely with the other elements of the support operations section, as well as the specialized commands and the TSC special and coordinating staffs. It also monitors operational readiness. The development of estimates and plans for external logistics support include—

- Support operations estimates.
- Annexes to the TSC OPLAN/OPORD.
- Support analyses.
- Information, as requested, for ARFOR commander service support plans/orders.

The plans and policy office is also responsible for contingency plans, input to the troop list, and input to the TSC OPLANs published by the G3.

DISTRIBUTION MANAGEMENT CENTER

4-8. The distribution management center (DMC) acts as the distribution management support element for the DCSO. It provides staff supervision to the TSC MMC and MCA, and coordinates with the MLMC. It synchronizes operations within the distribution system to maximize throughput and follow-on sustainment, and executes priorities in accordance with ARFOR commander directives. Specialized commands and organizations provide liaison personnel to integrate distribution aspects of other CSS functions (such as postal or replacement operations, Class IV and V support to engineer operations, Class VIII and medical materiel operations, and contracting activities) into the overall distribution operation.

4-9. The DMC has two branches—the distribution operations branch and the distribution plans branch. The distribution operations branch maintains situational awareness of the distribution system and is the “fusion center” for Army distribution-related information. It works closely with and synchronizes operations of the MMC and MCA. The distribution plans branch assimilates end-to-end information from the distribution pipeline to create a synchronized picture of the flow of units, personnel, and materiel into and throughout the AO concurrently. The term assimilate is significant in that the DMC depends wholly on the control centers for reliable and timely information.

4-10. The DMC is a coordinator of plans rather than a producer of plans. The DMC may ultimately publish the Army's distribution plan; however, it does

so only after assimilating the content for that plan from the MCA and the MMC. It works closely with the support operations plans and policy office, as well as with the planning activities of the materiel management and movement control organizations, to ensure adequacy of plans and orders. It compiles the theater distribution plan from the input described above. Chapter 5 provides more details on the operations of the DMC, to include the interaction of the MCA and the MMC.

SECTION II – THE DIRECTORATES

4-11. The TSC's support operations directorates include supply and maintenance, field services, HNS, and contracting. These directorates plan for their respective areas as described below. As professional planners, their relationship to the DMC and plans and policy section is that of specialists to general practitioners. The DMC and plans and policy staffs integrate the products of the directorates into coherent, multifunctional plans. The substance of these plans, however, comes from the directorates. This section provides a detailed discussion of each directorate. (As previously discussed, the TSC does not have organic specialists for planning transportation, personnel, finance, medical, and engineering support at the operational level; these come from the specialized commands.)

SUPPLY AND MAINTENANCE DIRECTORATE

4-12. The director of supply and maintenance exercises staff supervision over supply and maintenance functions; develops plans, policies, programs, and procedures involving supply and maintenance activities; maintains liaison with supported and supporting units; and recommends allocation of resources to support external mission requirements.

4-13. This section summarizes supply and maintenance considerations at the operational-level and then prescribes the functions of each division within the directorate. Detailed discussions of supply and maintenance operations are in FM 4-93.40 (FM 54-40), FM 4-0 (FM 100-10), FM 4-20 (FM 10-1), and FM 4-30.3 (FM 9-43-1).

SUPPLY

4-14. Supply operations involve the requisition, receipt, storage, distribution, protection, maintenance, and salvage of supplies. Typically, the flow of supplies into theater begins prior to or concurrently with the flow of units and personnel. Synchronization is critical to rapidly building combat power in theater.

4-15. Planning is continuous and the focus is on readiness. The directorate planners examine potential AOs and develop a plan for the LPT, which becomes the framework to determine where, when, and how to deploy limited resources. The purpose of LPT planning is to minimize the logistics impact on the strategic lift required to project the force. Planners determine supply requirements for OPLANs and examine alternate ways to meet those requirements, including pre-positioned stocks, supplies locally available in the

theater, supplies contractors can provide, and supplies the military system provides.

MAINTENANCE

4-16. At the operational level, the TSC's maintenance capability is organized to provide DS and sustainment maintenance to units in and passing through the AO, DS maintenance support to back up tactical-level organizations, immediate support to aviation units, and sustainment maintenance support for the theater. The directorate provides planning and policy for maintenance provided by Army maintenance units, maintenance elements under the LSE, and contracted support. If required, the commander may establish a theater sustainment maintenance manager. The deployed elements of the sustainment system fall under the operational control of the TSC, with a direct link to the national sustainment maintenance manager. FM 4-93.41 (FM 63-11) details the LSE's role.

RESPONSIBILITIES OF DIVISIONS

4-17. The director supervises the activities of the directorates eight divisions that deal with the following specialized areas: automotive equipment, missile and munitions, armament and combat vehicles, electronics, aviation, troop support materiel, petroleum and water, and subsistence. All of these divisions perform, in general, the functions described above. This section lists the specific functions of each division.

Automotive Division

4-18. The automotive division performs the following supply and maintenance functions:

- Develops plans, policies, programs, and procedures involving the supply and maintenance of tactical wheeled and general-purpose vehicles, construction equipment, and MHE. This includes repair parts and associated test equipment.
- Establishes stockage levels based on ARFOR commander directives.
- Monitors/reviews current and projected major end item supply requirements according to the tactical situation and future plans.
- Provides technical assistance and information to maintenance units as required.
- Maintains the status of repair cycle time and the capacity of the maintenance system.
- Coordinates repair time guidelines with the MMC and with DS and sustainment maintenance units.
- Coordinates pass-back maintenance support with the MMC and DS maintenance units.
- Establishes repair priorities based on ARFOR commander directives.
- Provides instructions for maintenance units concerning evacuation of unserviceable equipment.

Missile and Munitions Division

4-19. The missile and munitions division performs the following missile and munitions functions:

- Develops plans, policies, programs, and procedures for conventional and special missiles and munitions, including associated repair parts.
- Develops missile and munitions procedures for emergency resupply.
- Provides technical assistance and advice to ammunition supply units.
- Coordinates with the DMC and the MMC on preplanned and preconfigured push packages.
- Monitors and reviews current and projected missile and munitions supply requirements according to the tactical situation and future plans.
- Establishes stockage levels based on ARFOR commander directives.
- Coordinates Class V throughput delivery with the DMC, the MMC, and supported ammunition supply point (ASP)/ammunition transfer point (ATP).

Armament and Combat Vehicle Division

4-20. The armament and combat vehicle division performs the following functions:

- Prepares plans, policies, programs, and procedures involving the supply and maintenance of armament and combat vehicles, including associated repair parts.
- Establishes stockage levels based on ARFOR commander directives.
- Monitors and reviews current and projected major end item supply requirements according to the tactical situation and future plans.
- Provides technical assistance and information to maintenance units as required.
- Maintains status of repair cycle time and capacity of the maintenance system.
- Coordinates repair time guidelines with the MMC and maintenance units.
- Coordinates pass-back maintenance support with the MMC and DS maintenance units.
- Establishes repair priorities based on ARFOR commander directives.
- Provides instructions for maintenance units concerning evacuation of unserviceable equipment.

Electronics Division

4-21. The electronics division performs the following functions:

- Prepares plans, policies, programs, and procedures regarding supply and maintenance of all electronic equipment for all systems.
- Establishes stockage levels based on ARFOR commander directives.
- Monitors and reviews current and projected C-E supply requirements according to the tactical situation and future plans.

- Provides technical assistance and information to maintenance units as required.
- Maintains status of repair cycle time and capacity of the maintenance system.
- Coordinates repair time guidelines with the MMC and with DS and sustainment maintenance units.
- Coordinates pass-back maintenance support with the MMC and DS maintenance units.
- Establishes repair priorities based on ARFOR commander directives.
- Provides instructions for maintenance units concerning evacuation of unserviceable equipment.

Aviation Division

4-22. The aviation division performs the following functions:

- Prepares plans, policies, programs, and procedures involving the supply and maintenance of aviation equipment, including aircraft, avionics, aircraft armament and associated repair parts.
- Establishes stockage levels based on ARFOR commander directives.
- Monitors and reviews current and projected supply requirements according to the tactical situation and future plans.
- Provides technical assistance and information to AVIM units as required.
- Maintains status of repair cycle time and capacity of the maintenance system.
- Coordinates repair time guidelines with the MMC and AVIM units.
- Coordinates back-up maintenance support with the MMC and AVIM units.
- Establishes repair priorities based on ARFOR commander directives.
- Provides instructions for maintenance units concerning evacuation of unserviceable equipment.

Troop Support Division

4-23. The troop support division performs the following functions:

- Prepares plans, policies, programs, and procedures involving the supply and maintenance of troop support materiel (Class II and IV, less aviation and electronic items), including associated repair parts.
- Establishes Class II and IV supply levels based on ARFOR commander directives.
- Monitors and reviews current and projected Class II and IV requirements according to the tactical situation and future plans.
- Coordinates with the DMC and the MMC on preplanned and preconfigured push packages.

- Coordinates with the MMC on criteria and processing procedures for Class II and controlled and non-controlled Class IV emergency resupply.
- Coordinates Class IV throughput delivery with DMC, MMC, ENCOM, and supported SSA.

Petroleum and Water Division

- 4-24. The petroleum and water division performs the following functions:
- Prepares plans, policies, programs, and procedures involving the receipt, storage, and distribution of bulk fuels and packaged Class III products. In arid environments and other situations, where unit water production and distribution is critical, it also performs these functions for producing and distributing water.
 - Coordinates with the MMC on criteria and processing procedures for emergency bulk fuel resupply.
 - Establishes polices on Class III quality surveillance.
 - Establishes procedures for collecting and reporting petroleum management information.
 - Monitors and reviews current and projected Class III requirements according to the tactical situation and future plans.
 - Maintains current storage capabilities of the petroleum (and water when required) elements and facilities in the AO.
 - Coordinates throughput bulk product delivery with theater petroleum elements, the DMC, and the MMC.
 - Maintains current locations of Class III bulk and water supply points in the theater area.
 - Establishes stockage levels based on ARFOR commander directives.

Subsistence Division

- 4-25. The subsistence division performs the following subsistence functions:
- Prepares plans, polices, programs, and procedures involving the supply, storage, and distribution of subsistence supplies.
 - Establishes subsistence supply levels based on ARFOR commander guidance.
 - Monitors and reviews current and projected subsistence supply requirements according to the tactical situation and future plans.
 - Evaluates the efficiency of subsistence supply on the basis of summary reports from the MMC and the DMC.
 - Maintains close liaison with supported organizations in order to provide intermediate subsistence support.
 - Develops subsistence supply procedures for emergency resupply.
 - Coordinates Class I throughput delivery with the DMC, MMC, and supported SSA.

FIELD SERVICES DIRECTORATE

4-26. The director of field services exercises staff supervision over field services functions. Field services include aerial delivery; MA; laundry, shower, and personal clothing and light textile repair; and water purification. Force provider operations also fall under the field services directorate's purview.

AERIAL DELIVERY

4-27. Airdrop responsibilities at the operational level provide backup airdrop resupply support and airdrop equipment supply and maintenance support to tactical-level airdrop units. Aerial delivery also includes sling loading. Crucial to aerial delivery operations is a plan to backhaul air items once the resupply has been accomplished.

MORTUARY AFFAIRS

4-28. Mortuary affairs (MA) support is tailored to the tactical and logistics situation. Depending on transportation assets, MA capability, and the MA subprogram in effect, the unit recovers and evacuates remains to CONUS point-of-entry mortuaries or to a mortuary or temporary cemetery in theater.

4-29. The geographical combatant commander decides which of the MA subprograms to use. Regardless of the subprogram in effect, units evacuate remains through a series of collection points located throughout the theater. If no temporary cemeteries or mortuaries are located in the theater, the unit processes all remains through the theater mortuary evacuation point for evacuation to a CONUS point-of-entry mortuary.

4-30. The MA officer and noncommissioned officer (NCO) coordinate plans for the recovery of remains and MA support. Their input includes staff recommendations on—

- Evacuation policy.
- Processing of personal effects.
- Burial of allied soldiers, enemy soldiers, refugees, DA civilians, contractor personnel, and EPWs.
- Procedures for isolated burials, mass burials, and contaminated remains.

LAUNDRY, SHOWER, AND CLOTHING AND LIGHT TEXTILE REPAIR

4-31. The standard is to provide—at a minimum—a weekly shower to each soldier and to launder, make minor repairs to, and return his own individual clothing to him within a 24-hour period on a weekly basis. In the AO, a mixture of field service units and contractors provide support. Contractor personnel may also provide any required laundry and renovation GS capability.

WATER PURIFICATION

4-32. Water is a critical combat commodity that may require intensive management and control. The amount of water required depends on the regional climate and the type and scope of operations.

4-33. In an arid environment, available water sources are limited and widely dispersed. Surface fresh water is almost nonexistent, and the availability of subsurface water varies within geographic regions. This lack of water sources mandates extensive purification, storage, and distribution. Engineer support may be required for water sourcing.

4-34. Water purification is a field service function, while the supply and distribution is a supply function. Nonpotable water can be used for purposes such as decontamination of materiel. Potable water is required for consumption, food services, and medical services. Water units within the petroleum group or ASG provide required support in the TSC AO beyond what is available in the theater.

DIRECTORATE RESPONSIBILITIES

- 4-35. The field services directorate performs the following functions:
- Develops plans, policies, programs, and procedures involving field services.
 - Maintains liaison with supported and supporting units.
 - Recommends allocation of resources to support external mission support requirements.
 - Establishes service levels based on ARFOR commander directives.
 - Monitors and reviews current and projected services requirements according to the tactical situation and plans.
 - Recommends organizational modifications to field service units or activities.
 - Maintains current locations of field services capabilities in the AO.

HOST NATION SUPPORT DIRECTORATE

4-36. The director of host nation support (HNS) exercises staff supervision over HNS functions and recommends allocation of resources to support external mission support requirements. The HNS directorate maintains visibility of HNS sources and of the materiel and services provided to ARFOR and other U.S. forces as directed.

HOST NATION SUPPORT

4-37. Using HNS enhances the capability of U.S. forces to conduct successful operations. HNS planning is necessary because the TSC's AO is often in sovereign foreign territory where the HN supports U.S. objectives. HNS directly reduces the demands on strategic lift required to import military supplies.

4-38. HNS includes civil and military assistance provided by an HN to multinational forces and organizations located in or transiting through HN territory. This support can include assistance in almost every aspect required to sustain military operations. HNS does not include contracted support.

4-39. HNS requirements and capabilities vary based on the wartime requirements of the HN itself. Only the availability of resources and the ability of the United States and HN to reach agreements concerning their use limit the scope of HNS.

4-40. Implementing HNS plans is based on capabilities, reciprocal arrangements, national policy, and international law pursuant to DOD Directive 2010.9 and AR 570-7. Using local resources, consistent with international law and U.S. policies with respect to local economic conditions may be essential to support U.S. military, economic, and political objectives. FM 3-16 (FM 100-8) and JP 4-08 provide more details on HNS.

DIRECTORATE RESPONSIBILITIES

- 4-41. The HNS directorate performs the following HNS functions:
- Develops plans, policies, programs, and procedures involving HNS.
 - Maintains liaison with supported units and HN civil and military authorities.
 - Recommends allocation of resources to support external mission support requirements.
 - Monitors and reviews current and projected HNS requirements according to the tactical situation and plans.
 - Coordinates delivery of HN supplies and services.
 - Maintains status of HNS assets available to support external support requirements.
 - Maintains liaison with ARFOR staff sections with responsibility for HNS oversight and planning.

CONTRACTING DIRECTORATE

4-42. The contracting directorate provides contracting services (to include contracting with HN vendors), evaluates contractor performance, and coordinates the receipt of supplies and services from vendors. The directorate works directly with the principal assistant responsible for contracting (PARC), located in the ASCC headquarters, to achieve the theater contracting objectives in accordance with the priorities established by the head of contracting activity (HCA). The HCA is usually the ARFOR commander. The contracting directorate forms the nucleus for the theater contracting organization. The directorate coordinates contracting with the ARFOR G4, the USAMC LSE, the ARFOR G5, and the HNS directorate, which plans and manages HNS. ASGs, if present, provide contracting support to units within their AOR and to CSGs on a back-up basis in accordance with the PARC's contracting support plan. The directorate procures those commodities, which, due to scarcity or mission criticality, the PARC restricts to that level of acquisition.

CONTRACTING SUPPORT

4-43. Contracting may augment existing support capabilities by providing an additional source for required supplies and services. These supplies and services include all classes of supply (Class VIII, subject to approval by medical personnel, and Class IX may be limited); labor; mortuary services (within specific parameters); laundry; showers; dining facility services; sanitation; transportation; and port operations (if not under the control of MTMC or AMC). Other services that this directorate may render include billeting, maintenance and repair, printing and copier support, equipment leasing, and

access to communication networks, temporary real property leasing, and limited minor construction.

4-44. The PARC is on the ASCC staff. He sets the policy, priorities, and procedures for contracting in the theater, though his staff does no actual contracting. The contracting directorate operates within the framework provided by the PARC. It integrates contracted support into the overall support plan. It coordinates with other contracting elements to ensure that they are not competing for the same scarce resources. The TSC contracting directorate locates with the vendor base and in close proximity to the other TSC headquarters elements.

4-45. Because of the importance of contracting and contract support to military operations, elements of the contracting directorate may centralize at JFC level. FM 4-100.2 (FM 100-10-2) details on contracting support in the theater including the role of the TSC directorate.

DIRECTORATE RESPONSIBILITIES

- 4-46. The contracting directorate performs the following functions:
- Develops plans, policies, programs, and procedures involving TSC contracts and contract administration.
 - Maintains liaison with the ARFOR staff, the LSE, supported units, the HNS directorate, and other contracting and CA organizations.
 - Monitors contract administration and ensures compliance with legal and regulatory requirements.
 - Monitors and reviews current and projected contracting requirements according to the tactical situation and plans.
 - Provides technical advice to the commander and his staff on contracting.
 - Coordinates delivery of contracted supplies and services with applicable support operations directorates and supported units.
 - Coordinates with contract construction agents, the LSE, and ENCOM for construction contract management.

Chapter 5

The TSC Role in Distribution Management

Distribution is a critical component of support operations. This chapter discusses distribution management as it relates to the TSC. It also focuses on the role of the control centers (the MMC and MCA) in distribution management. Though many elements of the TSC are involved in distribution, and the entire support operations section—along with the specialized commands and modules—play key roles, this chapter focuses on the TSC DMC, MCA, MMC, and MLMC. Doctrine for the Army's role in theater distribution is explained in FM 4-01.4 (FM 100-10-1).

The Army is transitioning from a supply-based to a distribution-based CSS system. Such a system optimizes available infrastructure, reduces support response time, maximizes throughput, and provides time-definite delivery. Effective distribution management synchronizes and optimizes the various sub-elements of the distribution system. Methods may include, but are not limited to: maximizing containerization, increasing standardized transportation and MHE equipment, reducing storage, reducing transportation mode transfer handling requirements, increasing ITV, and reducing the support footprint in an AO.

TSC elements involved in the distribution mission operate in a joint and often multinational environment. JP 4-01.4 discusses joint distribution, and JP 4-0 addresses the joint boards and centers mentioned in this chapter. JP 4-08 covers multinational considerations.

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SECTION I – DISTRIBUTION MANAGEMENT FUNDAMENTALS

5-1. Distribution management is the process of planning and coordinating for the time-definite delivery of units, materiel, equipment, personnel, and soldier support to, within, and from the AO. Effective distribution management depends on applying the following principles of distribution from FM 4-01.4 (FM 100-10-1):

- Centralize management.
- Optimize infrastructure.
- Minimize stockpiling.

- Maximize throughput.
- Maintain a seamless pipeline.

COMPONENTS OF DISTRIBUTION MANAGEMENT

5-2. The components of distribution management are control, capacity, and visibility. The TSC distribution managers require visibility and control to maximize the capacity of the system.

5-3. When the TSC is operating in a joint or multinational environment—as it usually will—acquiring sufficient visibility and control to maximize the capacity of the system will be difficult. The TSC planners prepare to accommodate different service systems, different languages and cultures, and different policies and doctrines with respect to attaining and maintaining visibility and control of the distribution system. See Chapter 1 of this manual and Chapter 5 of FM 4-0 (FM 100-10) for further information.

CONTROL

5-4. TSC distribution managers control changes within the system through policy, prioritization, and allocation. When these three are clearly defined and understood, the distribution system provides the right resources at the right place and time to meet the ARFOR commander's intent.

Policy

5-5. Policy for theater-level distribution management derives from the plans and orders of the supported JFC. The ARFOR commander interprets the JFC policies for the TSC commander to implement. The TSC, with its support operations section and DMC, in coordination with the specialized commands, executes Army distribution for the theater within the ARFOR commander policy guidelines. The TSC commander recommends policy for the theater, or given AO, as necessary.

Prioritization

5-6. The TSC commander delineates priorities for the DCSO and, ultimately, the DMC in accordance with the policies and priorities set by the ARFOR commander. In situations where the ARFOR commander does not clearly define the priorities, the TSC commander determines priorities based on his understanding of the ARFOR commander's intent. The TSC commander, the DCSO, and the DMC chief develop a common understanding of the commanders' intents (two levels up) to meeting both explicit and implicit priorities.

Allocation

5-7. Allocation involves the time and means of delivering resources. It is the apportionment of available distribution capacity. The TSC DCSO and the DMC chief work this out in detail. Authority for most allocation decisions is pushed down to the DMC level in order to ensure responsive and anticipatory support to the forward units.

CAPACITY

5-8. Distribution system capacity is constrained by the capacity of the most limiting part of the physical or resource network. Distribution system capacity is always finite in the near term, but never static. Factors such as conflict intensity, size and composition of the CSS force, sophistication of facilities, and other variables influence the capacity of a distribution system at any given point in time. Distribution managers focus on allocating and prioritizing resources in two general areas: short-term transaction management and long-term capacity management.

Transaction Management (Short Term)

5-9. Transaction management operations deal primarily with the adjustments to existing distribution plans to maintain optimal system capacity. They represent the day-to-day system management associated with support operations at all levels within the distribution system. These operations may be programmed changes based on previously anticipated alternative COAs, or they may be unprogrammed changes in response to dramatic changes. In either case, transaction management routinely involves reallocating and/or reprioritizing resources to maintain optimal system performance against specific short-term requirements. Examples of transaction management operations include deconflicting unit and sustainment movements within the distribution network, diverting cargo or services to satisfy force requirements, and cross-leveling resources within the system to maintain total system balance. The TSC control centers (MCA and MMC) and the MLMC are involved in transaction management.

Capacity Management (Long Term)

5-10. As opposed to transaction management, capacity management operations focus on programming changes in the system infrastructure to modify the finite capacity of the distribution system. Capacity management deals with balancing distribution system capacity against evolving changes in theater support requirements. Distribution managers plan for bottlenecks, disruptions, and changes in the operational scheme in order to optimize a theater's distribution capacity. Capacity management operations use visibility and control to anticipate distribution needs, provide the necessary resources at the right time, monitor CSS execution, and, as necessary, adjust the distribution system to avoid distribution problems. Effective capacity management minimizes the scope and impact of transaction management on distribution operations, and is a critical element in the distribution management planning process. The DMC is the key TSC player in capacity management.

VISIBILITY

5-11. Commanders emphasize the timeliness and accuracy of data flowing into the DMC. Without constant reinforcement, the imperative of "doing the mission" soon overwhelms any reporting system. Reporting, though, is as important as actually distributing materiel because timely information, correctly understood, leads to dominance on the battlefield. Planners perform

this asset reporting in joint and multinational operations where data processing and communications systems may not be compatible.

5-12. The TSC and specialized commanders decide what information is critical to their ability to perform their missions to support the ARFOR commander. The staff assists the commander by recommending information requirements (IR) for inclusion as commander's critical information requirements (CCIR). Their recommendations are based on assessments of operations throughout the plan, prepare, and execute cycle.

5-13. Distribution managers remain acutely aware of CCIR, particularly as they pertain to enemy and friendly IR. The DMC intensively collects and processes friendly IR for the commander. The DMC collects information on the four distribution networks (physical, resource, communications, and automation), and on the status of assets within the distribution pipeline.

Physical Network Visibility

5-14. Visibility of the physical network and its capability to support distribution requirements is critical. Visibility of the characteristics and associated restrictions of road, rail, water, and air transportation is crucial to numerous distribution decisions. The availability of buildings, hospitals, fuel storage, and general storage areas can influence the overall capability to perform the distribution mission. Support operations and DMC personnel coordinate with the G2 and G3 staffs and specialized staffs and operators to maintain visibility of the physical network.

Resource Network Visibility

5-15. The locations and the C2 and support relationships of the CSS units and their materiel and manpower resources are critical force multipliers. The resource network is comprised of military and HN units, equipment, and resources that overlay the physical network. The support operations and DMC recommends possible locations for arraying CSS units and critical distribution equipment throughout the physical network to optimize the distribution flow. The DMC maintains visibility of the critical CSS capabilities available to the commander in order to redirect or apply the resources towards specific missions and maintains oversight of those critical capabilities.

Communications Network Visibility

5-16. Communications assets combined with automation systems provide efficiency and effectiveness to the distribution system. Maintaining visibility of the communications network within the AO is critical. Distribution managers coordinate with the G6 staff to ensure communications are available to provide timely and accurate information.

Automation Network Visibility

5-17. The automation network is a combination of all the information collection devices, automatic identification, and automated information systems. Visibility and knowledge of the automation capabilities in an AO are critical to obtaining distribution information. The DMC is part of the decision-making process when determining the AIS/AIT needed for an operation, as well as arraying those technologies across and within the AO.

In-Transit Visibility

5-18. In-transit visibility (ITV) is visibility over those portions of the distribution system encompassing the flow of assets from the consignor to the consignee, port, servicing airhead, supply support activity, or other destination. This includes force tracking and visibility of convoys, containers and pallets, transportation assets, other cargo, and distribution resources within the activities of a distribution node. Current technology limits the DMC's ability to obtain in-transit visibility. Until the Army achieves integrated automated support, several sources exist to assist the DMC in obtaining ITV. At the strategic and tactical level, joint total asset visibility (JTAV) provides relatively accessible and accurate information on materiel movements within the CONUS and OCONUS. The DMC interfaces with MTMC representatives and Air Force TALCEs through movement control teams at the ports to gain visibility of arriving assets. MTMC representatives at each SPOD have access to the WPS automated architecture. WPS can provide advanced notification of all items moved through the SPOD. Each TALCE has similar information on the cargo of each flight destined for its supported APOD.

5-19. ITV is most often lost in the transfer of materiel from the strategic to operational modes of transportation. The TSC and Army TRANSCOM commanders make every effort to staff movement control elements of the MCA at the POD. In addition, TSC and Army TRANSCOM staffs carefully manage temporary holding areas within the ports.

5-20. The next most common area to lose ITV is the boundary between movement control activities. The DAMMS-R provides automated support for movement control, and satellite and radio frequency (RF) movement track shipments. In theaters where automated support is not available, the DMC limits manual reporting requirements to mission essential information. The DMC makes every effort to maintain ITV. FM 4-01.4 (FM 100-10-1) discusses the future role of the TC-AIMS II in ITV.

5-21. ITV involves three areas: in-container/on-pallet visibility, en route visibility, and transition node visibility.

- In-container/On-pallet visibility. In-container/on-pallet visibility consists of detailed content information. It is the source data first established at the depot, vendor, or other source. Distribution managers maintain visibility down to national stock number (NSN), transportation control number (TCN), and requisition number level of detail, even when containers or pallets are reconfigured to different conveyances. AIT enhances the pipeline capability and affords the opportunity to update the database that provides visibility of the reconfigured ships efficiently. This level of detail allows systems such as Army total asset visibility (ATAV) and JTAV to provide a line-item level of detailed responses to queries.
- En Route visibility. En route visibility is the detailed visibility of movement platforms and transportation assets while they are mobile and underway. This visibility is provided in part through using commercial, off-the-shelf technology. Containers equipped with RF tags and transportation assets equipped with MTS or similar AIT devices provide near-real-time visibility of movements throughout the distribu-

tion system as they pass interrogators along the physical network, or transmit position reports via satellite. Specific shipment and movement information is combined to provide en route visibility of the container and its contents. This enhances the DMC's ability to redirect or retask distribution assets to respond to the changing dynamics of the distribution system

- Node visibility. The physical network and the CSS resource capabilities in the theater determine the number and types of nodes. Regardless of the number or types of nodes, the distribution managers and owning units correctly maintain cargo identity and its relationship to the transportation asset that is transporting. They identify to the DMC nodes as potential choke points within the distribution system.

FUNCTIONS OF DISTRIBUTION MANAGEMENT

5-22. In their roles within the theater distribution system, DMCs regulate CSS resource managers' and movement controllers operations' to perform the following functions:

- Provide an integrated battlefield distribution information network.
- Establish and maintain TAV.
- Leverage the entire available distribution infrastructure and optimize pipeline flow to meet requirements and priorities.
- Project distribution pipeline volume, flow rates, contents, and associated node and port requirements. Adjust pipeline flow and respond to changing operational requirements.
- Monitor reception, staging, and onward movement (RSO). Integrate and prioritize unit moves and sustainment moves.
- Monitor distribution terminal operations and the flow of multi-consignee shipments.
- Synchronize reception of Army CSS resources with theater movement control operations.
- Ensure effective cross-leveling of supplies and efficient retrograde and redeployment of equipment, personnel, and supplies.
- Establish theater-specific, time-definite delivery schedules.
- Provide advice and recommended changes to the distribution system to the TSC commander/DCSO, JFC distribution managers, or HN.
- Exercise staff supervision of materiel managers and movement controllers.
- Maintain visibility of the physical, resource, communications and automation networks within the TSC's AO.
- Identify capacity problem areas and actions to take within the distribution system.
- Manage and control the distribution pipeline flow through anticipatory support and the synchronization of materiel management and movement control.

The following paragraphs discuss some specific distribution functions.

MAINTAINING VISIBILITY OF CUSTOMER LOCATIONS

5-23. The TSC DMC can obtain the location of DSUs and other unique distribution activities or events through STAMIS, such as Standard Army Retail Supply System-Objective (SARSS-O). However, these systems do not provide this information in a simple or usable form. The ILAP aggregates and packages logistics data for effective management. Developers are also working on TAV systems to make this information readily available in a more usable form. Until GCSS-Army and MTS are in place, the DMC will gather much of the data from various C2 systems such as the CSSCS.

MAINTAINING INFORMATION REGARDING SUPPORT RELATIONSHIPS

5-24. The ability of TSC distribution activities to hold, divert, and redirect units and materiel to their ultimate delivery sites depends on knowing who is supporting whom and where they are on the battlefield. When materiel has entered the pipeline and is moving to an old support location, up-to-date information allows distribution managers and SSAs to forward or reship materiel to the requiring unit's new supporting SSA.

MONITORING RECEPTION, STAGING, AND ONWARD MOVEMENT OPERATIONS

5-25. Reception, staging, and onward movement (RSO) involves receiving units' personnel and materiel as they enter the theater, and delivering them to the tactical assembly area for integration into the force. The DMC is integral to RSO operations, which involve high operational tempo distribution. RSO operations consist of a set of processes within the total distribution system. FM 4-01.8 (FM 100-17-3) and FM 4-01.4 (FM 100-10-1) give additional details on RSO.

EFFECTING LATERAL DISTRIBUTION AND RECONSIGNMENT

5-26. The DMC establishes procedures and mechanisms to intervene into the distribution system to respond promptly and effectively to extraordinary materiel requirements. This response likely entails either lateral distribution of on-hand stocks or diversion of in-coming materiel. The DMC can obtain on-hand visibility and due-in status to support lateral distribution from the following automated systems operated by the MMC and the MLMC:

- SARSS-O provides overall visibility of Classes I, II, III (B), III (P), IV, VII, and IX located in theater SSAs.
- SAAS-MOD provides visibility of Class V.
- TAMMIS, operated by the MLMC, provides Class VIII visibility.

5-27. Working with data provided by the commodity managers in the MMC and MLMC, the DMC determines the availability and location of on-hand stocks. If none are available, the DMC inquires into asset-tracking tools (JTAV, ATAV, GTN) to match a high-priority requirement to in-bound materiel. If these tools are not available, the DMC uses the best means available to harvest information while maintaining the appropriate level of security. The DMC develops an SOP and template to guide this search activity.

5-28. Once it locates the materiel, the DMC instructs the MCA to employ trace, expedite, and divert techniques. The MCA executes these actions

through the supporting transportation information management systems such as DAMMS-R.

5-29. During this response cycle, the DMC closely monitors the implementing actions of the MMC and MCA. The DMC provides updates to the organization that originated the requirement and tracks its status until closure.

DISTRIBUTION PLANNING

5-30. Detailed planning for distribution operations is a key part of the environment of the distribution manager. Commanders, support operations elements, and control centers plan far enough in advance to influence the flow within the strategic segment of the distribution pipeline. Success requires continuous monitoring of resource and movement transactions, knowledge of trends and performance, and knowledge of the commander's operational priorities. In order for TSC organizations to provide effective support, the planners thoroughly analyze the mission, determine requirements, assess the capabilities of the supporting force, and apply resources against requirements resulting in the most responsive support possible. TSC and specialized command staff officers and commanders anticipate rather than react when determining support requirements. CSS commanders and staff personnel operate at the same level of intensity as combat leaders and maneuver staff.

5-31. The distribution plan is closely related to the LPT and is a part of the service support plan with its associated annexes and appendices. The ARFOR commander OPLAN/OPORD provides operational mission information essential for TSC planners, in coordination with the ASCC G1 and G4, to develop the LPT. The LPT provides the data required to prepare the logistics estimate. This estimate draws conclusions and makes recommendations concerning the logistics feasibility of various COAs and the effects of each COA on CSS operations. Once the commander selects a COA, the TSC staff coordinates with the specialized commands using both the logistics and personnel estimates to develop the service support plan and the distribution plan. The LPT, service support plan, and distribution plan are living documents within the CSS planning triad that are changed, refined, and updated as a result of continuing estimates and studies. Appendix B provides a template for a distribution annex or appendix.

5-32. Establishing and maintaining the distribution plan is the single most important aspect of maximizing distribution operations. The DMC maintains an accurate and viable snapshot of the distribution plan. The DMC at each echelon maintains visibility of the customers, support relationships, and resources located within its geographic AO. This customer and support information forms the baseline for preparing the distribution plan. It also assists the DMC in determining where and to whom to forward or direct routing and diversion information for in-transit cargoes.

5-33. The plan is an appendix to the service support annex of the ARFOR service support plan. It explains the architecture of the theater distribution system and describes how to distribute units, materiel, equipment, and CSS resources within the theater through a series of overlays and descriptive narratives. It portrays the interface of automation and communications networks for gaining visibility of the theater distribution system and describes

the controls for optimizing the capacity of the system. It depicts—and is continually updated—to reflect changes in infrastructure, support relationships, customer locations, and extensions to the distribution system. The distribution plan portrays a distribution pattern that is a complete CSS picture showing the locations of supply, maintenance, transportation, engineer (as appropriate), medical, finance, personnel, and field service activities. It becomes the tool by which planners and managers know where support flows and where it may be diverted as operational needs dictate. The movements annex or appendix depicts both known and anticipated transportation requirements, and complements the distribution plan. The plan supports the commander's priorities by establishing what requirements to resource, given available support assets, units, and infrastructure. In doing so, it effectively uses these assets and identifies competing requirements and shortages. It is a living document that requires updating to accommodate known and anticipated requirements. It constantly evolves as the theater matures and as the execution of the campaign plan progresses. When done properly, the plan defines the distribution system.

FORCE TRACKING

5-34. Force tracking is the process of gathering and maintaining information on the location, status, and predicted movement of each element of a unit while in transit to the specified operational area. These elements include the unit's command element, personnel, and unit-related supplies and equipment. The ARFOR G3 tracks readiness and location of all ARFOR. The TSC support operations sections support the ARFOR force tracking by monitoring the logistical readiness of ARFOR and responding to shifting support priorities in accordance with the ARFOR commander intent.

5-35. At the joint level, force tracking requires integrated use of C2 systems and information technology. Force tracking occurs through the management of JTAV and the GCCS COP. JTAV results from integrating requirements and information systems from four areas: requisition tracking, visibility of assets in storage or in process, visibility of assets in transit, and asset management within the AO. In each case, a specified data repository serves as a central hub for asset information and visibility. See JP 3-35 for further information on these systems.

5-36. Once units enter the theater they transition from the strategic to the operational and tactical levels of war. The responsibility of moving the unit and maintaining ITV simultaneously shifts from USTRANSCOM to the TSC's MCA or other theater movement control organization. The MCA continues movement control of the unit to its final prescribed location in the theater. The MCA uses TC-AIMS II, an emerging system that assists them in force tracking. TC-AIMS II provides an automated information management capability for allocating common user transportation in the theater, automation of movement control offices, and integrating data to the GTN and C2 systems at various commands. Another emerging system is the MTS; it will be integrated with TC-AIMS II and GCCS-Army to provide movements tracking, movement control, and management capability. Currently, the MCA is authorized DAMMS-R to assist with force tracking. This system is not as sophisticated as the emerging TC-AIMS II and MTS. However, it provides

timely and accurate information to movement managers, highway regulators, and mode operators within the AO. This includes shipment-planning information to determine priorities, forecast workload, and conveyance requirements, and to develop hazardous and locally required documents.

MANEUVER AND MOBILITY SUPPORT

5-37. Maneuver and mobility support (MMS), formerly known as battlefield circulation and control (BCC), refers to functions of MP forces to support movement control operations. MP forces support TSC operations in a variety of ways, from law and order to forming tactical response forces, as required, to meet JRA threats. However, MMS is perhaps the most direct MP contribution to the TSC's movement control role as well as its core distribution management function. MPs conduct MMS as described below. FM 3-19.1 (FM 19-1) and FM 3-19.4 (FM 19-4) describe MP functions in more detail.

5-38. The highway traffic division (HTD) of the responsible road network controlling authority determines routes classification. In the TSC AO, the HTD is in the TSC MCA. The HTD classifies routes based on how much control to exert on the route. From most to least control, routes are classified as—

- Prohibited.
- Reserved.
- Supervised.
- Open.

5-39. MPs bar movement on a prohibited route and restrict traffic to certain units or types of supplies on a reserved route. Control on a supervised route is more limited. MPs patrol supervised routes. Control on an open route is slight. MPs often simply prevent traffic congestion by posting signs on the route and enforcing standard military movement regulations.

5-40. MPs regulate MSR in accordance with HTD classification. The purpose of MSR regulation is to ensure that only authorized movements, with the proper priority, move on MSRs. MPs also ensure that vehicles that exceed a route's physical capacity, such as weight or width, are prevented from traveling on that route and are rerouted to alternate supply routes (SRs). This keeps critical routes open for sustainment and security operations.

5-41. MP elements regulate routes with teams or squads that operate traffic control posts (TCPs), roadblocks, checkpoints, and holding areas at key locations to expedite traffic on MSRs. Mounted MP patrols travel the MSRs to monitor traffic and road conditions. They may work with HN civilian police or MPs from other countries operating in the area. Along the routes, MPs enforce MSR regulations consistent with the route classification.

5-42. MPs also ensure that dislocated civilians (DCs) do not spill over onto MSRs. Although the HN usually provides measures to control the movement of its population during a conflict, a massed flow of civilians can seriously endanger the movement or security of military units. If this becomes likely, ARFOR MPs may be required to assist, direct, or deny the movement of civilians if their location, direction of movement, or actions would hinder military activity. MPs direct DCs to secondary roadways and areas not used by mili-

tary forces. MPs may direct DCs who need help to the closest DC collection point. Control of DCs requires close coordination between MPs, ROCs at all levels, civil-military operations centers (CMOCs), and the HN. This is because DCs present a security risk to military forces, such as infiltration by enemy special operations forces (SOF), as well as implications for public perceptions of military operations.

5-43. MPs may also assist CA personnel in operating a DC collection point. They become involved in collection point operations only when the volume of DCs threatens military traffic near the collecting point.

5-44. In summary, MP regulating points are set up at critical points on road networks to control the movement of vehicles and personnel. The traffic control plan shows the location of TCPs. At these points, MPs—

- Monitor and assist traffic authorized to use MSRs.
- Redirect unauthorized vehicles to the road network they need.
- Provide route security for MSRs at critical locations or intersections.
- Monitor for NBC contamination.
- Reroute traffic as needed.
- Gather intelligence and report it.
- Provide information to passing units.
- Assist stragglers and DCs.

SECTION II – DISTRIBUTION MANAGEMENT STRUCTURES

5-45. The JFC has several organizational options for controlling distribution. To ensure total integration, he normally assigns responsibility for theater transportation movement control to a joint movement center. JP 4-01.3 covers the role of this center and of the entire joint movement control system, while FM 4-01.30 (FM 55-10) discusses Army movement control.

5-46. The TSC is a critical agent in the distribution-based CSS system. Its mission is to maximize throughput and follow-on sustainment of forces. The DMC along with the MMC, MCA, and the MEDCOM MLMC are critical to managing the system. The DMC is not a separate control center along the lines of the established control centers for materiel, transportation, and medical logistics. Rather, the DMC is the TSC staff agent for synchronizing the theater distribution system.

5-47. The TSC has an MCA that provides movement management services and highway traffic regulations to coordinate personnel and materiel movement into, within, and out of theater. The MCA implements the theater priorities established by the ARFOR commander with guidance from the TSC DCSSO. This requires close, direct coordination for force movements with the ARFOR G3. It also requires close coordination with the MMC. The MCA interfaces with the TSC ROC for area threat levels, unit locations, and plans large unit moves through and within the TSC AO and beyond. The MCA relies on the local ASG or TSC headquarters for administrative and other support.

5-48. To decentralize execution of its transportation management and movement control functions, the MCA may divide the AO into transportation movement regions. MCBs C2 movement functions in these regions. MCBs have movement control teams (MCTs) that execute movement responsibilities on an area basis or at key transportation nodes. The five types of MCTs are port movement, area movement, movement regulating, division support, and cargo documentation. For further information see JP 4-01.3 and FM 4-01.30 (FM 55-10).

DISTRIBUTION MANAGEMENT CENTER

5-49. The distribution management center (DMC) is responsible for managing Army theater distribution by balancing the existing capabilities of the distribution infrastructure with the day-to-day and projected operational requirements. To ensure distribution system responsiveness, the DMC maintains visibility of the overall distribution requirement and ensures that sufficient support is positioned and allocated along the transportation network and at transition nodes. This support consists of the proper equipment to load, transship, and transport resources, and to provide base and installation support to accomplish the distribution mission. The DMC has the visibility and information fusion environment to assess the most critical CSS requirements and shortfalls. It can task materiel and movement centers with mission guidance and set priorities that adjust their day-to-day local priorities and efforts. To accomplish this, the DMC analyzes the capabilities of the specialized units and focuses on the seams and connectivity between specialized elements to optimize distribution capabilities. This does not mean that the DMC is, or becomes, another de facto layer of command. The DMC tracks the number, types, locations, and capabilities of the individual specialized units available to support theater distribution. It is not responsible for their internal operations, to include unit readiness or unit status reporting.

MISSION

5-50. The DMC acts as the distribution management support element for the DCSO. It provides staff supervision for the TSC MMC and MCA, and coordinates with the MLMC. These organizations normally locate near the TSC DMC. The DMC also coordinates distribution operations with cells of the relevant specialized commands.

5-51. Continuous coordination among the various control centers is crucial. Each of the three specialized control centers (MMC, MCA, and MLMC) coordinates with the related specialized directorate or command that establishes policy and procedures (that is, the MMC coordinates with the supply and maintenance directorate, MCA with the TRANSCOM, and MLMC with the MEDCOM). However, the DMC, as the senior control center in the TSC representing the TSC DCSO sets priorities for the distribution system. The DMC is under the direct supervision of the DCSO, who ensures that all elements of the distribution system respect JFC and ARFOR commander priorities.

5-52. The DMC performs the following functions to support forces:

- Maintains the commander's visibility of the distribution system.
- Exercises staff supervision and tasking authority, as delegated by the commander, over the MMC, MCA, and specialized directorates in order to manage and control the distribution network.
- Deploys as part of the early entry module of the TFOP as discussed later in Chapter 7.
- Leads the development of the TSC distribution plan to ensure the orderly flow of unit, personnel, equipment, sustainment, and soldier support IAW established priorities.
- Oversees execution of the distribution plan and recommends changes to it.

5-53. The following mission essential task list (METL) for the DMC is an example. The actual DMC METL is derived from the TSC METL, which is based on the ASCC METL and guidance. How the DMC executes its METL depends on METT-TC. The METL may be built around the following example:

- Plan, establish, and maintain the distribution system.
 - Develop distribution plans.
 - Forecast distribution requirements.
 - Establish and maintain visibility, capacity, and control of the distribution system (including all four distribution networks).
 - Coordinate movements within the distribution system to optimize flow.
 - Develop COAs (changes to the distribution system).
 - Provide update/recommendations to the distribution plans to the plans and policy office of the support operations section.
 - Synchronize the distribution plan with the operational plans.
- Coordinate and control distribution operations.
 - Maintain visibility of the distribution system.
 - Optimize velocity and the capacity of the distribution system.
 - Ensure distribution priorities are followed.

ORGANIZATION

5-54. The DMC is an organic part of the TSC support operations staff as discussed in Chapters 3 and 4. It consists of three parts: the office of the DMC chief, the distribution operations branch, and the distribution plans branch.

Distribution Operations Branch

5-55. The distribution operations branch works closely with and synchronizes the operations of the materiel and movement management organizations—the MMC, MCA, and MLMC. It maintains CSS situational understanding through TAV, ITV, and CSS C2 information. It ensures visibility of International Standards Organization (ISO) shipping containers and palletized loading system (PLS) flatracks, and develops and implements local

policies and procedures to return them to the distribution system. It monitors the established theater priorities. It also maintains continuous liaison with TSC directorates and the specialized commands to ensure the uninterrupted flow of materiel, units, personnel, mail, and other goods to support the deployed force, as well as to support retrograde operations.

Distribution Plans Branch

5-56. The distribution plans branch works closely with the support operations plans and policy office, as well as with the planning activities of the materiel and movement management organizations, to ensure adequate movement plans and orders. With input from the elements of specialized commands, organizations subordinate to the TSC, the MMC, the MCA, the MLMC, the support operations directorates, and the distribution operations branch, the distribution plans branch develops the distribution plan. It tracks changes to the plan to maintain a current picture of the distribution system. The support operations plans and policy office monitors and adjusts the distribution plan.

MOVEMENT CONTROL AGENCY

5-57. Movement control exists at all levels of war and through the range of military operations. It is established regardless of the political nature of the U.S. involvement. It is the most critical element of the Army transportation system.

5-58. In exercising directive authority for transportation services, the JFC may delegate the operation of theater-controlled common-user transportation and terminal functions to a service component, while retaining the authority to set priorities, allocate resources, and monitor the entire operation. He may also allow component commanders to plan for and perform their own movement control or create integrated joint organizations, such as a joint transportation board (JTB) and joint movement center (JMC).

5-59. The Army executes movement control at the operational-level through a movement control agency (MCA). The MCA operates under the C2 of the TSC. The MCA helps develop and execute the Army portion of the joint movement program developed by the JMC. The MCA synchronizes its operations with those of the JMC, USTRANSCOM, and lower echelon movement control organizations, and follows the priorities established by the ARFOR commander.

MISSION

5-60. The MCA provides movement management services and highway traffic regulation to execute the reception and redeployment and movement of forces, cargo, and personnel. It does so by positioning subordinate movement control battalions and their subordinate MCTs at critical nodes within the AO. The MCA, through

Emerging Doctrine:
 The Army's theater MCA is pending a reorganization that incorporates its functions within transportation command elements (TCEs) that are subordinate to the Army theater TRANSCOM. One TCE supports each theater of operations and combines the functions of mode operations and movement control. Under this model, TSC staffs will interact with a single TCE rather than the separate elements of a TRANSCOM and an MCA.

its subordinate movement control organizations, has committal authority over the transportation assets assigned under the TSC structure developed for the operation. It levies requirements on nodes, but it does not identify the specific asset that is to accomplish the mission. The MCA monitors transportation assets throughout the AO and maintains a record of changes in terminal capabilities. The MCA helps negotiate the acquisition of additional transportation capability through contracts and HNS agreements. FM 4-01.30 (FM 55-10) contains additional information on Army movement control.

ORGANIZATION

5-61. The Army executes theater movement control through an MCA with subordinate MCBs. The MCA organization (see Figure 5-1) is flexible and designed to meet the specific transportation and movement control requirements of the theater. It uses a building block concept, which assigns the correct mix of battalions and teams to perform its missions based on the geographic size of the theater, the number of forces, the transportation infrastructure, and the number and type of movement requirements.

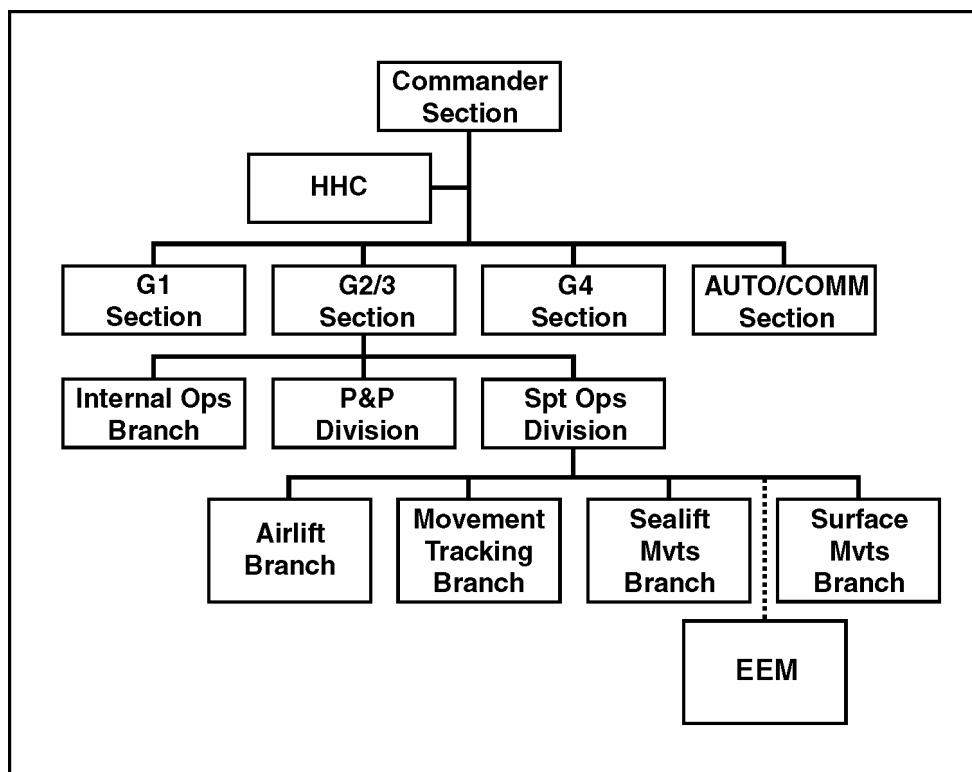


Figure 5-1. MCA Headquarters Organization

MOVEMENT CONTROL BATTALIONS

5-62. To decentralize execution of transportation management and movement control (MC) functions, the AO may be divided into transportation

movement regions. The number of customers served, the number of modes and nodes, and the geographical size of the AO determine the size of these regions. Movement control battalions (MCBs) provide C2 of MC functions within the transportation movement regions. They are responsible to the MCA for controlling and managing all movement matters in the theater transportation system that take place in their region.

Movement Control Teams

5-63. Under the supervision of the MC battalion, movement control teams (MCTs) serve as field representatives of the MCA, directly interfacing and tasking the mode operators, shippers, and receivers. MCTs assigned to the battalions help decentralize the execution of movement matters. They are assigned responsibility for an area or for key transportation nodes. MCTs provide the users of transportation the point of entry into the transportation request system. MCTs are the common points of contact for mode operators and users of transportation. Their role is to accelerate, coordinate, and monitor traffic moving through the transportation system. There are five types of MCTs. They provide flexibility in assignments based on forecasted workload. The five types of MCTs are—

- Area movement control team. The function of this team is to control the movement of units, materiel, and personnel within an assigned geographic area.
- Port movement control team. This team expedites, coordinates, and supervises transportation support of units, cargo, and personnel into, through, and out of air or water ports.
- Movement regulating team. This team observes, assesses, and reports on movements along main supply routes and adjusts movement schedules as necessary. It works to coordinate movement of authorized traffic, implement changes in unit moves or vehicle or convoy routings, and resolve movement conflicts.
- Division support team. This team augments the Division Transportation Office. It helps with movement programming, highway regulation, and division transportation support. It assists with the execution of divisional highway regulation for nontactical movements, and with planning and coordinating the divisions' MSR. It also provides movement control for tactical and nontactical road marches.
- Cargo documentation team. This team provides cargo documentation for the transshipment of cargo in water, air, motor, and rail terminals. The cargo documentation team deploys, as needed, to support onward movement of combat units and sustainment operations.

MATERIEL MANAGEMENT CENTER

5-64. The TSC materiel management center (MMC) (TOE 63703A000) serves as a control center for materiel activities in the theater, and monitors supply and maintenance actions daily. The TSC MMC is an assigned subordinate unit of the TSC.

MISSION

5-65. The MMC performs integrated supply and maintenance management in the theater for all classes of supplies (less medical and map supply) and those maintenance activities for which the TSC has control and responsibility. TSC MMC personnel perform the day-to-day planning for operations. They implement policies and plans of the support operations staff and develop and apply operating procedures. They continually analyze operations and recommend necessary corrective actions to the appropriate staff element. They also develop portions of plans and programs, develop requirements, and make management decisions pertaining to daily operations.

5-66. The MMC performs these functions within the parameters of policies, plans, priorities, and allocations that the DMC and supply and maintenance directorate staffs provide. Staff officers refer matters of a critical or non-routine nature and those requiring staff guidance or command decisions to the appropriate support operations directorate.

Supply

5-67. In a theater, the MMC manages Class I, II, III (packaged and bulk), IV, V, VI, VII, and IX supplies, unclassified maps, and water. (The MLMC manages Class VIII supplies.) In accordance with the ARFOR commander support priorities, the TSC MMC provides direction for receiving, storing, and issuing theater stocks. When the required stocks are not available or stock replenishment is required, the TSC MMC passes requirements to the appropriate CONUS national inventory control point (NICP). For requirements being considered for local procurement, the MMC is the organization that validates the requirement prior to forwarding to the TSC contracting directorate. When practical, arriving shipments move directly from the port to the requisitioning GSUs/DSUs. Otherwise, shipments are directed to an operational-level GSU with sufficient storage capacity.

5-68. Under management of the TSC MMC, basic loads and pre-positioned stocks support units during the initial stages of an operation. The ENCOM coordinates closely with the MMC for construction materiel available in the theater. If possible, they are obtained locally, either from HNS or through a contract. Initially, Class I, II, III (packaged), and IV supplies that cannot be obtained locally are pushed to the theater. These supplies are shipped as far forward as possible to a GS or DS supply unit. Customer units place requirements on the DS supply unit designated to provide support; that unit either fills the request or passes a requisition to the MMC. If the unit cannot satisfy the request from theater GS stocks, the MMC passes a requisition to the appropriate NICP in CONUS. As the supply situation stabilizes or the theater transitions to the sustaining phase, supply support from the strategic level shifts from push to pull methods.

Maintenance

5-69. The MMC also performs a critical role in the TSC maintenance mission by coordinating maintenance functions with maintenance personnel within the supply and maintenance directorate. The MMC—

- Evaluates the workload and capabilities of ASG, LSE, HNS, and contracted maintenance organizations and cross-levels workload or resources to maximize maintenance performance.
- Recommends maintenance priorities and monitors theater maintenance operations.
- Provides maintenance management data and reports for support operations staff directorates.
- Implements controlled exchange or cannibalization of unserviceable and salvage equipment.
- Collects, sorts, analyzes, and acts on supply maintenance data requirements.
- Implements plans, procedures, and programs for materiel management systems.
- Provides guidance to ASGs and COSCOM MMCs on materiel evacuation and reinforcing support.
- Recommends changes to customer support lists based on workloads and unit capabilities.
- Supervises the equipment modernization plan IAW with policy established by the director of the supply and maintenance directorate.

SPLIT-BASED OPERATIONS

5-70. The MMC provides on-site materiel management support from initial entry into a theater through redeployment. This support responds to the needs of the projected force and increases incrementally and appropriately as the theater matures. The modularity of the organization enables it to conduct split-based operations in order to minimize the in-theater logistics footprint. The MMC can deploy forward cells simultaneously to multiple locations to meet force projection and in-theater requirements.

5-71. The forward modular elements provide local, integrated MMC coverage, and they also support other theater requirements in addition to those for the U.S. Army. Forward elements include two area support teams (ASTs), two port expediter teams (PETs), and one corps liaison team (CLT) that can deploy under the control of the MMC readiness operations division as the forward TSC MMC. ASTs are assigned on the basis of one per ASG. CLTs are assigned on the basis of one per deployed corps. PETs are deployed on the basis of one per major SPOD and APOD. ASTs, PETs, and CLTs communicate logistical data through flyaway computers to the main fixed-base computers. The readiness operations division reports materiel management and asset visibility information to the DMC. MMC modular elements alert the main MMC to materiel management problems in the AO.

5-72. Assured communication is necessary for the forward MMC to leverage the capabilities of the main MMC at the MMC home station. The main MMC processes the requirements for units in its own AO and for those activities supported by the forward MMC. It transmits materiel release orders (MROs) directly to SSAs or through the forward MMC to SSAs in the theater. When stocks controlled by the MMC are insufficient to meet requirements, the MMC transmits those requirements to the NICP.

ORGANIZATION

5-73. Figure 5-2 depicts the organization of the MMC. The divisions are organized along specialized lines to closely interface with major subordinate commands of USAMC and NICPs. The specialized branch breakdown within each division permits management of supply, repair parts, and maintenance. Figure 5-2 details the organization of the MMC designed to deploy in a split-based configuration. The main MMC that remains at home station is organized along the same specialized lines.

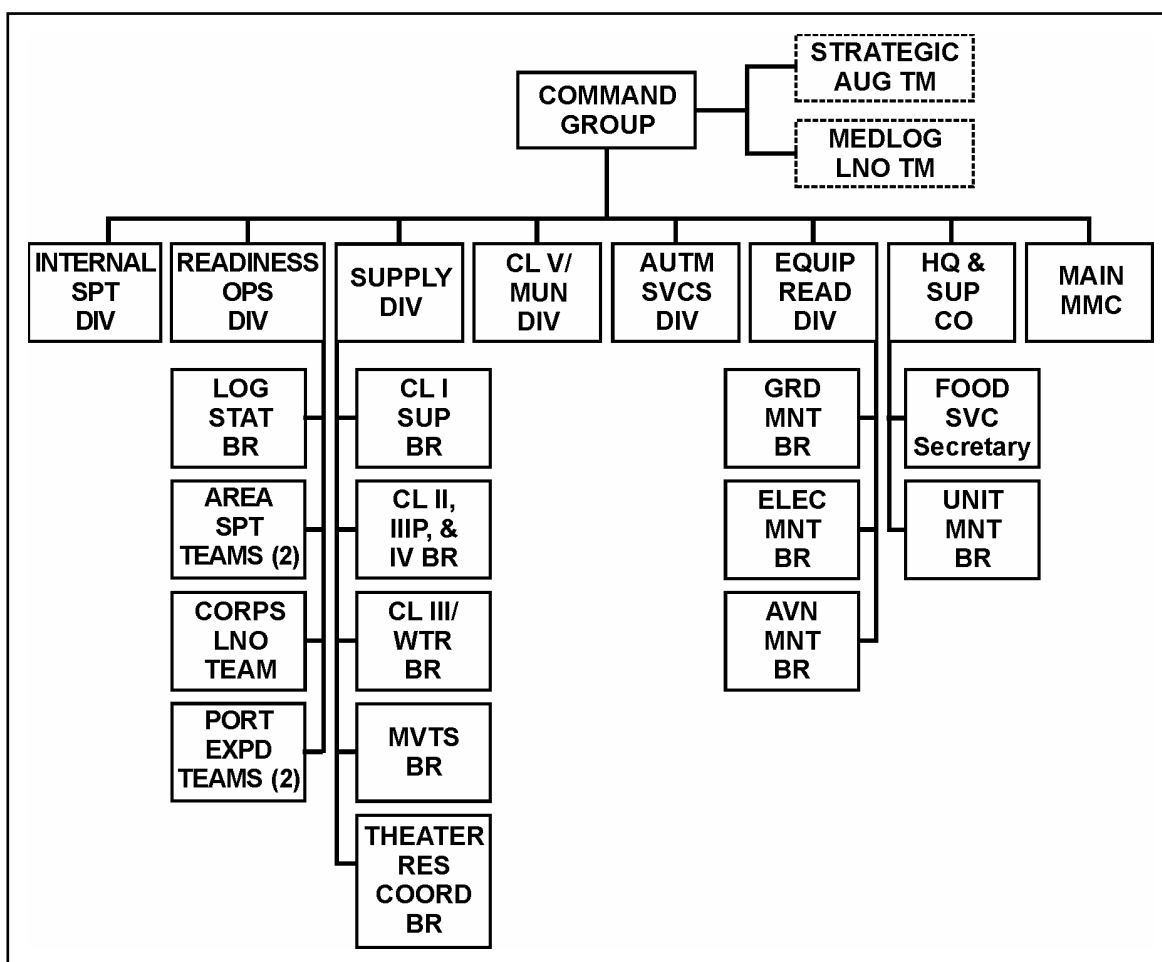


Figure 5-2. TSC MMC Organization

MEDICAL LOGISTICS MANAGEMENT CENTER

5-74. The medical logistics management center (MLMC) (TOE 08699A000) (known as the theater medical materiel management center [TMMMC] until the unit formally reorganizes into the MLMC) is subordinate to the theater MEDCOM or the senior medical unit in theater. FM 4-02 (FM 8-10) and FM 4-02.1 (FM 8-10-11) contain details on its operations.

MISSION

5-75. The MLMC provides management over the Class VIII commodity and medical maintenance within the AO using split-based operations. The MLMC base remains in CONUS while deploying a support team into the AO, linking the strategic level to the operational level of logistics. The support team also links Class VIII management with the distribution system within the AO with a distribution section co-locating with the corps support operations section of the COSCOM or TSC.

CLASS VIII

5-76. Units deploy to the AO with their unit basic load (UBL) or have required supplies provided to them at the POD, depending on the theater circumstances. Medical logistics (MEDLOG) battalions deploy with their authorized stockage list (ASLs). In all cases, stockage is consistent with the nature of the contingency mission, threat, climate, geography, and other factors associated with the AO.

ORGANIZATION

5-77. The MLMC is organized as shown in Figure 5-3 to manage medical logistics. It employs split-based operations, deploying a modular support team in the AO while maintaining CONUS-based operations. The MLMC support team provides centralized, theater-level management of critical Class VIII materiel, patient movement items, and medical maintenance. It may also serve as the Class VIII contracting manager in the AO. Currently, the TMMMC serves as the MLMC until formal reorganization of the MLMC.

5-78. The MLMC is assigned to the theater MEDCOM or senior Army medical unit in theater and provides liaison personnel to the DMC. It keeps the theater MEDCOM or senior Army medical unit and the DMC informed of trends and potential problem areas that deviate from the routine for support of future operations. Its personnel analyze reports and listings, provide required reports, and recommend ways to balance workload and medical resources.

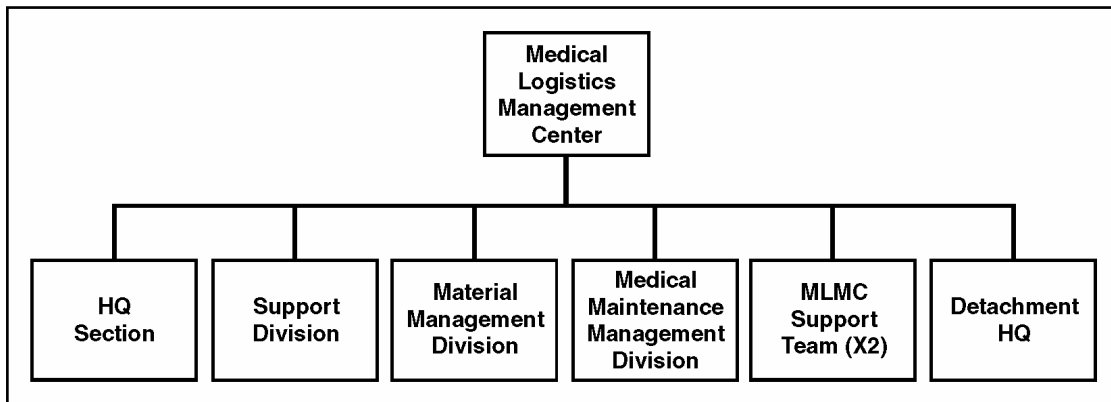


Figure 5-3. Medical Logistics Management Center

Chapter 6

The TSC Role in Force Protection

The UJTL presents "provide operational logistics and personnel support" (OP4) as one of the six operational-level tasks (see CJCSM 3500.04C). This task encompasses the primary mission of the TSC; therefore the bulk of this manual deals with the TSC's role in this task. However, the TSC also has a role in force protection (OP6, UJTL). Force protection consists of those actions to prevent or mitigate hostile actions against DOD personnel, resources, facilities, and critical information. The TSC role may be limited to ensuring protection for TSC units, or it may extend to responsibility as the JRAC. The latter instance is rare and requires significant augmentation of the TSC.

The TSC's role in force protection comes within the context of sustaining operations as discussed in the decisive-shaping-sustaining operations framework in FM 3-0 (FM 100-5). Sustaining operations elements include CSS, movement control, terrain management, and infrastructure development. This chapter specifically focuses on rear area and base security, as well as the related area of terrain management. It

includes a general explanation of area damage control, which is part of infrastructure development. However, infrastructure development is predominantly an engineer function (see FM 3-34.211 [FM 5-116]).

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SECTION I – THE JOINT REAR AREA

6-1. This section describes the physical structure of the joint rear area (JRA) and selected key positions involved in C2 within the JRA. The JFC is responsible to the geographic combatant commander for force protection at the operational level in a designated JOA. The ARFOR commander has responsibility for force protection of ARFOR, and receives resources from the ASCC to fulfill this mission. FM 3-93 (FM 100-7) discusses this topic in greater detail. The JRA is a specified land area within a JFC's operational area that the JFC designates to facilitate protection and operation of installations and forces supporting the joint force. In the context of the overall battlespace, the JRA is a land area near, or contiguous with, the CZ, where land

component forces are conducting tactical operations. The JRA often shares borders with both sea and air battlespace areas. The JFC may assign responsibility for the JRA to a service component commander, such as the ARFOR commander. The ARFOR commander may then serve as the JRAC, or appoint a subordinate commander or staff officer to serve as the JRAC. Designating the TSC as the JRAC implies a significant increase in the TSC's mission that requires staff augmentation and additional unit capabilities.

6-2. The TSC supports ARFOR operations primarily from within the JRA and executes Army lead service responsibilities to the joint force as assigned by the ARFOR commander. The TSC is normally the ARFOR commander's largest subordinate element in the JRA. Some TSC assets may be positioned in a sanctuary location, such as an ISB. However, the TSC's most critical facilities and base areas are in the JRA. These include SPODs; APODs; road, rail, and water networks; petroleum storage and distribution facilities; maintenance sites, and other critical facilities. The TSC commander, therefore, is a key player in security, terrain management, and movement control within the JRA. The TSC commander interacts closely with the JRAC, and TSC subordinate units interact closely with other services' security and support forces. All friendly forces in the JRA develop a common understanding of their mutually supporting roles and responsibilities.

6-3. Coastal areas often border the JRA and require a joint force interface with the sea battlespace. The naval coastal warfare commander (NCWC) has responsibility for the coastal area, normally up to either the high-water mark or the high-water line (JP 3-10). The JFC determines the exact boundary. The interface with the NCWC is critical to the TSC commander because tactical operations on the coast may affect TSC support operations. For example, when planning joint-logistics-over-the-shore (JLOTS) operations, the NCWC has the principal responsibility for security, and the TSC may provide forces to the JLOTS commander in a TACON relationship to receive and transport the materiel being off-loaded (see JP 4-01.6).

6-4. The area air defense commander (AADC) and the airspace control authority (ACA) control the air battlespace over the JRA. The JFC usually places both these responsibilities under the joint forces air component commander (JFACC) (see JP 3-01). The ACA and the AADC produce the air control plan (ACP) and air defense plan, respectively. These plans affect the TSC's support operations, particularly at the APOD, and the security of TSC units throughout the JRA. Figure 6-1 presents a schematic JOA with a designated JRA.

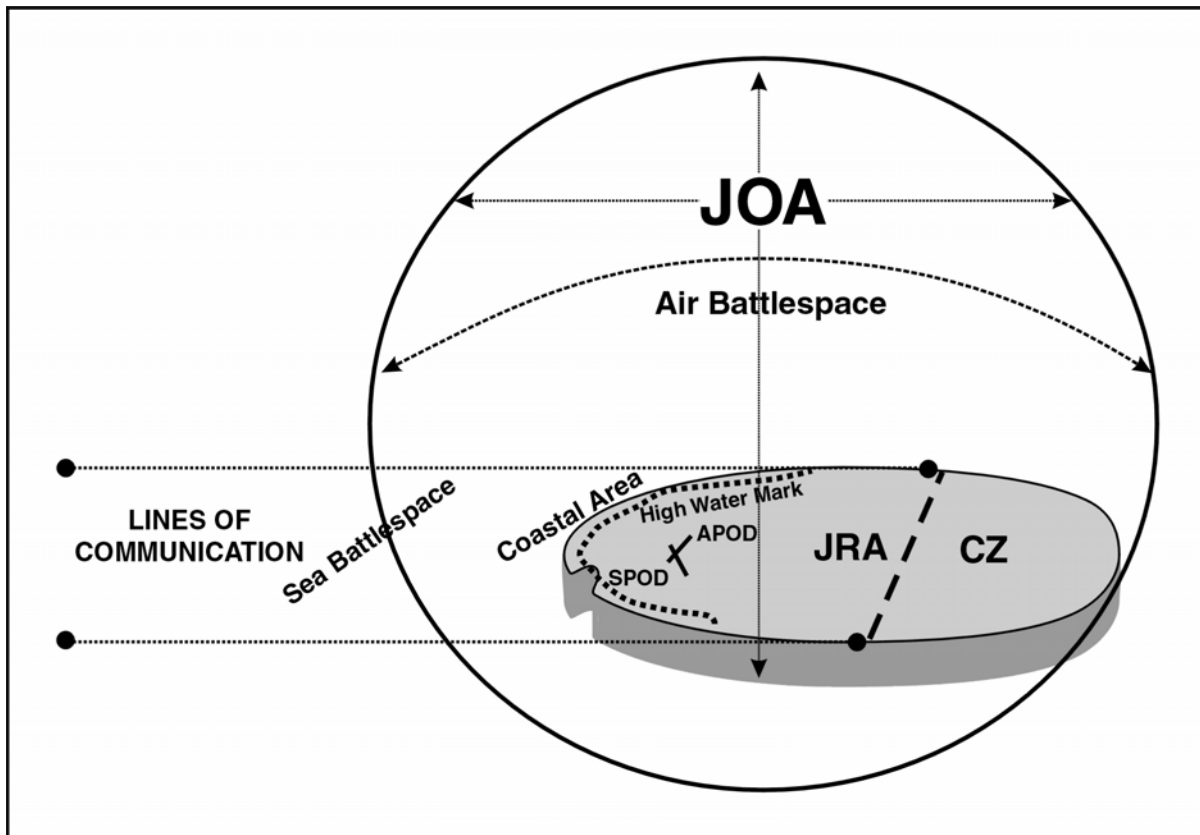


Figure 6-1. Joint Rear Area within the Joint Operating Area

RESPONSIBILITIES OF THE JRAC

6-5. The joint rear area coordinator (JRAC) integrates the rear area security and intelligence efforts of all functional and service component commands. The JRAC also interfaces with the AADC and the NCWC functional elements that control security for the battlespace adjacent to the JRA.

6-6. The JRAC may form a joint rear tactical operations center (JRTOC) using staff capabilities from all services operating in the JRA. Adjacent commands such as the NCWC and the AADC place liaison elements with the JRTOC. When a JRTOC is formed, its staff normally consists of three sections: an operations section, an intelligence section, and an NBC section. JRTOC sections perform the following functions:

- Operations section effects all necessary coordination for security and terrain management with the HN in accordance with agreements. It drafts and recommends policy to the JRAC for oversight of security and terrain management. It also coordinates rear security requirements of other services and/or allied and coalition forces with security and terrain management of the TSC and ASG.
- Intelligence section analyzes and reports intelligence data for the JRAC.
- NBC section performs NBC functions and reporting for the JRAC.

6-7. A counterintelligence representative from the joint intelligence center (JIC)/joint intelligence support element (JISE) is essential to the timely flow of JRA requirements to and from the JIC/JISE. The JRTOC serves as the JRAC's centralized planning, coordinating, monitoring, and advising agency for JRA operations. The J2, through the JIC/JISE, is responsible for allocating appropriate resources and operations to support these requirements. For more details see JP 3-10.

6-8. The Army assets that support the JRTOC come from the ARFOR staff with augmentation and liaison as required from subordinate Army headquarters, including the TSC. ARFOR and TSC support to the JRTOC does not relieve Army elements of responsibility for security within their respective AOs.

RESPONSIBILITIES OF THE TSC

6-9. The TSC plans and executes security and terrain management for its assigned and attached forces within its AO IAW directives from the ARFOR commander. The TSC G3 rear operations branch oversees the security and terrain management mission in the TSC AO, and interfaces with the JRAC and JRTOC to synchronize TSC security arrangements with other forces in the JRA.

6-10. During contingency operations, the TSC G3 rear operations branch and the TSC ROC co-locate. The TSC ROC is a subordinate command assigned to the TSC and consists of four sections: a headquarters section, an operations and intelligence section, a planning section, and an area damage control section. The mission of the TSC ROC is to assist in directing, coordinating, and supervising the security and terrain management mission as directed by the TSC commander.

6-11. The TSC ROC, with the TSC rear operations branch, may also include liaison officers from subordinate units and other services. The TSC ROC sets priorities and plans for unit defense within the TSC AO. The TSC typically executes security responsibilities through its ASGs. FM 4-93.40 (FM 54-40) discusses the ASG's role in the security and terrain management mission in more detail.

6-12. The TSC G3 rear operations branch, with the TSC ROC—

- Centralizes planning, coordinating, and controlling of TSC security and terrain management.
- Coordinates with the ASCC/ARFOR rear CP and with all units within the TSC's AO.
- Identifies response forces for Level II threats.
- Assesses threats in its area.
- Assesses vulnerability and criticality of facilities and bases within its AO, and sets priorities for protective measures.
- Establishes security and terrain management policy for its AO.
- Establishes control measures to ensure compliance with security plans, policies, and priorities.
- Disseminates updated information on threats and current conditions to elements within its AO.

THE THREAT

6-13. Hostile action against U.S. forces may occur at any time, any place, and under any conditions. Recognizable, armed combatants or persons who are or appear to be civilians may commit hostile actions. CSS personnel exercise vigilance against such attacks because the enemy seeks soft targets and assumes that these can be found in the areas and facilities that sustain U.S. forces. Therefore, CSS personnel approach their tasks with the same warrior spirit that their combat arms counterparts exercise in their duties. This is especially true on the evolving battlefield with increased lethality, larger AOs, and more noncontiguous and nonlinear operations. Either the commander has to use more assets to secure CSS activities or accept greater risk and reduced levels of CSS activities when CSS personnel substitute protection measures for CSS operations. In any case, CSS personnel understand, train for, and plan security operations within the context of their support activities.

TERRORIST ACTION

6-14. Terrorism comes in varying forms of threats and violence and is usually used to attain political, religious, or ideological goals. Terrorists generate fear through acts of violence, intimidation, and coercion. Acts of terrorism such as hijacking and bombings occur routinely in certain parts of the world making almost anyone a potential victim. Terrorist targets range from individual soldiers or civilians accompanying the force to key facilities and installations.

6-15. Accordingly, TSC commanders and staff train soldiers and subordinate units to always be alert for terrorist action and take measures to prevent terrorists from achieving their goals. Individuals are advised to—

- Not exhibit dress, conduct, and mannerisms that attract attention.
- Try to blend into the local environment.
- Avoid publicity and large groups.
- Stay away from civil disturbances and demonstrations.
- Vary routes to and from work, and the times of departure and return home.
- Vary modes of dress and not exercise at the same time and place each day.
- Tell coworkers and family members where they are going, what they will be doing, and when they expect to return.
- Watch for anything suspicious or out of place.
- Never give personal information over the telephone.

Terrorist Tactics

- Arson
- Hijacking
- Maiming
- Seizure
- Assassination
- Raids and ambushes
- Sabotage
- Hoaxes
- Bombing
- Kidnapping
- Hostage taking
- Use of WMD

6-16. Terrorists select targets based on the objectives and capabilities of the terrorist group. They observe the target to gather as much information and intelligence as necessary to attack their target successfully. Individuals who

think they are being followed or who notice that a certain facility is being observed should immediately report the incident to the chain of command and/or the MP.

COMBAT ACTION

6-17. The combat threat in the TSC AO may include individual acts of sabotage, inserting battalion-size or larger forces, and air and missile attacks. Large-scale enemy attacks may require committing U.S. reserve forces, combat units from forward areas, HN resources, or allied resources. U.S. forces are trained to cope with threat forces when and where they attempt to disrupt support operations. They use active and passive measures to defend against detection from the air, and attack from the air, ground, and sea, and other compromises of defense systems.

6-18. An understanding of the threat to the TSC AO and detailed intelligence preparation of the battlefield (IPB) and LPT products help to protect the support structure. Threat forces conduct operations in rear areas and bases to seize and maintain the initiative, facilitate strategic and operational level penetrations, and degrade or destroy CS and CSS forces' ability to conduct support operations.

6-19. To achieve these aims, enemy activities target—

- Command and control nodes.
- Air defense artillery sites.
- Critical support facilities and units, such as:
 - Ammunition and weapon storage sites and delivery systems.
 - SPODs.
 - APODs.
 - POL terminals and facilities.
 - Maintenance, supply, and services activities.
- Regeneration sites.
- Key choke points along LOCs.

THREAT LEVELS

6-20. There are three levels of threats; each has an associated response. These levels focus on the nature of friendly actions needed to defeat the threat, rather than focusing on the size or type of threat.

6-21. These enemy activities do not necessarily occur in a specific order, nor is there a necessary interrelationship among threat levels. Level I and II activities often begin well ahead of general hostilities.

6-22. In addition, some enemy doctrine integrates air and attack helicopter strikes; the delivery of long-range artillery, missiles, and rockets; and radio electronic combat into deep operations planning. Thus, the complexity of enemy deep operations capabilities and doctrine may pose a formidable threat to security in TSC operations.

6-23. To counter the enemy threat, the TSC commander establishes a system of bases and base clusters within the TSC AO. This system provides a framework for responding to the three levels of enemy threat activity. This

chapter describes bases and base clusters in more detail later. Briefly, though, the base and base cluster system is a method of organizing forces in an AO for mutual support and self-defense against enemy action. Base defense operations centers (BDOCs) develop a base defense plan. They submit that plan to their designated base cluster. Base cluster operations centers (BCOCs) consolidate these plans and forward them to their supporting ROC.

6-24. The ROCs plan for these levels of threats:

- Level I—Threats that base or base cluster self-defense measures can defeat.
- Level II—Threats that initial response forces, but not base or base cluster self-defense measures, can defeat. Bases and base clusters can delay Level II threats until response forces arrive.
- Level III—Threats targeting several friendly rear elements as part of a larger, coordinated effort, rather than individual, separate entities. They require a tactical combat force to defeat them.

LEVEL I THREAT

6-25. Agents, sympathizers, and terrorists attempt to create confusion, fear, or panic. They use sophisticated cameras, listening devices, or long-range secure radios to gain information for exploiting vulnerabilities. They attempt to cause delays by disrupting CP operations and communications and automation networks. Individual agents or small terrorist cells conduct random attacks to sabotage support operations. Enemy sympathizers conduct political demonstrations to create hostile civil strife in host countries. Reconnaissance teams conduct clandestine surveillance to gather intelligence on support structures and operations. They also conduct acts against targets of opportunity.

6-26. Supporting ROCs disseminate information to bases and base clusters on the current situation in the area, including likely enemy targets and intentions. This information appears in the intelligence estimate and IPB products produced by the ARFOR commander and TSC G2 sections.

6-27. High-priority targets include the TSC CP and its subordinate functional control centers. The threat attempts to disrupt CP communications and destroy the CSS automation management office at the TSC and each ASG. Petroleum and ammunition supply points as well as supply points that receive, store, or issue Class VII items present lucrative targets for sabotage. MHE may also represent a priority target. Because of the reliance of logistics units on MHE, the loss of MHE adversely affects support provided by the distribution system.

6-28. Units detect, isolate, minimize, and defeat Level I threats before support operations become disrupted. Base or base cluster self-defense measures, to include operations security (OPSEC), COMSEC, and perimeter defense can defeat Level I threats.

6-29. Base commanders form base defense forces. Base defense forces provide internal base security and reinforce the base perimeter when threatened.

6-30. BDOCs and BCOCs switch organic radios to their supporting ROC's frequency to obtain data on security and terrain management and the tacti-

cal situation. Units within the base or base cluster transmit Level I incident reports both to the ROC supporting their area (often an ASG ROC), and to their chain of command. Subordinate ROCs report to the TSC ROC as directed.

LEVEL II THREAT

6-31. Level II threat objectives include command, control, and communications facilities; supply convoys; pre-positioned stocks; and reserve unit marshaling areas. Special purpose forces, squad-size or smaller, perform reconnaissance, sabotage, and intelligence collection missions. These forces are trained in demolitions, communications, and languages. They often dress in HN or friendly forces uniforms or civilian clothes, and attempt to disrupt communications and destroy facilities, often to prepare for a larger force's incursion.

6-32. Armored reconnaissance squads or airborne/air assault units infiltrate their assigned areas to locate reserves, monitor unit positions or movements, and conduct ground reconnaissance for avenues of approach. Other reconnaissance elements raid supply points or conduct ambushes along MSRs.

6-33. CSS units use every possible measure to prevent surveillance by Level II forces. The TSC ROC disseminates early warning information on threat airborne or air assault activities or insertions in their AO. Following early warning, the TSC ROC operations cell notifies the ASG ROCs and separate bases, which then issue warning orders to response forces and base clusters/bases.

6-34. The ROC allocates response forces—such as MPs—to the ASG for area security. They also respond to bases or base clusters under attack by Level II threat forces. BCOCs request MP assistance or supporting fires through the ASG ROC. FM 3-93 (FM 100-7) discusses response forces.

6-35. The TSC ROC designates response forces to respond to bases or base clusters under Level II and Level III threats. The size of the response force is based on the current IPB and the commander's risk assessment. The unit designated as a response force and the supported ROC conduct a joint IPB, review base and base cluster defense plans, exchange signal operations instructions, and identify response forces necessary to counter likely enemy activities. If response forces encounter enemy forces beyond their ability to defeat, they notify the appropriate ROC and maintain contact with the enemy until the commander commits a TCF.

LEVEL III THREAT

6-36. Airborne or ground infiltration forces, company to battalion-size, attempt to seize industrial complexes, key terrain, airheads, landing zones, seaports, bridgeheads, or river-crossing sites. They penetrate to attack targets in the rear area or bases. Level III threats attempt to disrupt command, control, and communications facilities or to destroy pre-positioned stocks, logistics corridors, and supply convoys.

6-37. Exploitation forces could commit before the first echelon battle ends and second echelon forces arrive. They try to prevent withdrawal or relocation of defending units by blocking withdrawal routes and seizing bridge-

heads and road junctions. They also try to destroy LOCs, seize airheads, prevent reserves moving forward, and destroy critical CSS facilities.

6-38. MP response forces can delay or disrupt Level III threats with supporting fires. However, by definition, a Level III threat requires the ARFOR commander to commit a tactical combat force to defeat the threat. This force may be an Army force or a force provided through coordination with another service component or nation.

6-39. The TCF is normally a combined arms maneuver element of battalion-size. When responsible for Level III responses, the ARFOR commander designates one of the following as the tactical combat force:

- Tactical units passing through the JRA.
- Units assigned or reconstituted in the JRA
- Tactical units of other service components or multinational forces within the JOA under OPCON or TACON of the ARFOR commander, when designated by the JFC or multinational commander.
- Tactical units from forward deployed elements.
- A task-organized force from assets arriving in the theater.

6-40. When the threat in the AO exceeds response force capabilities, the TSC ROC requests the commitment of a TCF from the ARFOR commander. An ASG ROC requests the TCF through the TSC ROC.

6-41. The TCF normally remains under the command of the ARFOR commander. However, the TSC or the ASG commanders may be given OPCON of the TCF under special circumstances. The TSC ROC or the ASG ROC assists the TCF in completing all necessary coordination for rear or sustainment area and base security operations. The TSC ROC coordinates with the TSC distribution management center to divert critical supplies and services to support the TCF and to identify and control routes to assist the TCF moving into its positions. After completing the mission, the TCF returns to its parent.

6-42. If the HN is viable and retains responsibility for external base and base cluster security operations, the TSC or the ASG ROC coordinates with the HN for TCF requirements as authorized by the ARFOR commander. The HN assigns its TCF force to a tactical area. Depending on existing agreements, U.S. forces within the area may also be placed under OPCON of the HN tactical combat forces.

6-43. The ARFOR commander normally commands the TCF directly for the duration of operations required for defeating the enemy threat. The TSC and the ASG ROCs provide liaison teams to the TCF to facilitate movement and prevent fratricide due to maneuvers and fires among friendly forces. For more details on response to Level III threats, see JP 3-10, FM 3-93 (FM 100-7), and FM 4-93.40 (FM 54-40).

SECTION II – SECURITY MEASURES

6-44. This section describes the ways in which friendly forces respond to specific enemy threats. Planners consider that a skillful enemy will pose these threats simultaneously or in tandem to achieve greater effects.

NBC DEFENSE

6-45. Enemy nuclear, biological, and chemical (NBC) operations pose a significant threat to JRA security. Many potential threat forces have the capability to employ NBC weapons that can reach critical facilities located in the JRA. Support facilities, troop concentrations, and supplies in the JRA are vulnerable to NBC attack. Threat forces may attack using a combination of weapon systems. Aggressive precautions against the attack are necessary to increase survivability. An adequate defense depends on all units and personnel employing common defensive measures with support from specialized chemical units.

6-46. Ports, airfields, supply depots, railheads, maintenance facilities, and major command headquarters are prime targets for NBC attacks. Enemy forces operating in the JRA attempt to contaminate critical command headquarters or supply facilities and significantly degrade the responsiveness of support organizations.

6-47. The NBC branch in the TSC G3 section develops the NBC defense plan as discussed earlier in this manual. When TSC units perform defensive tasks, they counter the effects of the NBC weapons. However, normal operations are more difficult and overall efficiency suffers. Therefore, the NBC branch planners consider mission degradation and hazards when planning defensive measures. Defensive tasks include contamination avoidance, protection, and decontamination. FMs in the 3-11-series (3-series) provide more detail on NBC defense.

FIRE SUPPORT

6-48. The TSC ROC plans fire support (FS) within the TSC AO in coordination with ARFOR G3 rear operations branch, as well as with subordinate ASG ROCs. Fires from attack helicopters and slower fixed-wing aircraft are preferred because their gunners can observe the target and avoid nearby friendly forces and civilian elements. Attack helicopters may also be the most responsive and efficient means of providing FS to the JRA operations. Fire support in the JRA conforms to the approved fire plan and restrictive fire coordination measures.

6-49. The JFC provides the TCF additional fire support assets as necessary. The TCF commander coordinates actions and fire support with the TSC commander when designated the JRAC, through the JRTOC, and with appropriate component and HN commanders. The JFC normally assigns the JFACC responsibility for planning, coordinating, allocating, and tasking for counterair operations based on the JFC's concept of operations and air apportionment decisions.

6-50. When the TSC commander is designated the JRAC, he ensures that air defense requirements for the JRA are integrated into U.S., multinational, and/or HN air defense plans in accordance with JFC priorities and concept of operations. The TSC commander, as the JRAC, maintains close coordination with the JFACC and AADC in order to maximize the contributions of all the capabilities available to protect friendly forces. For more details on this subject, see JP 3-09 and JP 3-10.

FIRE SUPPORT CONSIDERATIONS

6-51. The principles of FS planning and coordinating in the JRA do not differ in technique from those used in the forward areas. There is, however, a difference in resources and risk factors. CPs in the JRA have limited manpower and limited communications facilities. Fire support coordination within the JRA accounts for the high risk of fratricide to CS and CSS units and destruction of critical supply activities located there. Close air support (CAS) and artillery controllers take special care to identify friendly forces and ensure that they are not subject to direct attack or weapons effects from CAS and artillery ordnance delivered against enemy forces operating in friendly rear areas. Positioning FS elements in the JRA also increases the risk of collateral damage to friendly forces from enemy counter battery fire.

6-52. With few exceptions, indirect fire assets are not employed against a Level I threat or against those Level II threat forces that base or base cluster units or the reaction force can defeat. Enemy forces, battalion or larger, that could comprise a Level III threat may require indirect fire assets.

6-53. The forces already on station are responsible for fighting the rear threat initially. The immediate problem for the commander responsible for security is how to manipulate his limited resources, including FS, at the right time and place. Considerations that affect applying FS for security are as follows:

- Reduced FS available to the decisive or shaping operation.
- Suitability as determined by the overall tactical situation.
- Responsiveness of the available weapon systems.
- Precision and collateral damage effects of the weapon systems.
- Existing communications nets to facilitate FS activities.
- Availability of trained observers in the JRA necessary to identify targets and adjust fires properly.

FIRE SUPPORT COORDINATION MEASURES (FSCMS)

6-54. The procedures for establishing fire support coordination measures (FSCMs) in the JRA become part of the overall planning process. The commander assigns TCFs employed to deal with a Level III force in the rear or sustainment area an AO. Establishing a boundary within the rear or sustainment area and adding a TCF fire support officer (FSO) require close coordination with the rear FSO. The higher headquarters routinely review these measures; post them on rear CP operations maps; enter them into the Advanced Field Artillery Tactical Data System (AFATDS); and give them to every maneuver unit entering or currently operating in the JRA, as well as supporting component forces, reaction forces, and the TCF.

PROTECTIVE MEASURES

6-55. TSC units take several measures to reduce their vulnerability to enemy operations. These measures include dispersion; cover, concealment, camouflage; intelligence gathering; obstacles; and air and missile defense.

DISPERSION

6-56. TSC organizations disperse as much as possible throughout the TSC AO. Dispersion as a protective measure is balanced against the potential deficits to support operations and the base cluster defense system. Dispersion helps avoid catastrophic damage from air and mass destruction weapons. Even if a TSC unit is not the primary target, it may be attacked as a target of opportunity. The dispersion required depends on the—

- Type of threat. The probability of attack by air, for example, requires greater dispersion than an attack by small ground forces.
- Terrain. Road networks with good access that can bear expected traffic loads allow for greater dispersion of elements. Occupying urban terrain decreases dispersion requirements because of the cover provided by buildings in built-up areas.
- Defensibility. Dispersion also depends on the ability of a unit to prevent, resist, or defeat enemy forces. Built-up areas may offer more defensible facilities requiring less improvement than field locations. However, built-up areas may risk loss of mobility if withdrawal is necessary. In the field, defensibility improves as dispersed units consolidate to form closely knit base clusters.

COVER, CONCEALMENT, AND CAMOUFLAGE

6-57. The enemy cannot target TSC resources that it cannot detect. Cover, concealment, and camouflage remain critical to protecting CSS units, facilities, and supplies from enemy detection and attack.

6-58. Cover includes natural and artificial protection from enemy observation and fire. When selecting sites, advance parties consider the type of cover available. When available, engineers provide hardened sites for critical TSC resources.

6-59. Concealment includes natural or artificial protection from enemy detection. TSC units use concealed ingress and egress points and halt locations within support locations.

6-60. Camouflage consists of using natural or artificial objects or tactical positions to confuse, mislead, or evade the enemy. With the exception of medical units, TSC units use camouflage to conceal operations and the identity of critical assets.

OBSTACLES

6-61. Obstacles slow, impede, or channel enemy movement and incursion. They buy time until reaction forces can deploy or a response force can arrive. Effective use of obstacles involves sound countermobility planning and early warning. Obstacles in urban environments are as important as in the field. Strategically placed obstacles provide protection against terrorist access to buildings.

AIR AND MISSILE DEFENSE

6-62. Air defense artillery (ADA) forces cannot provide dedicated air and missile defense for all TSC forces and assets in the TSC AO. The commander

positions TSC organizations to take advantage of coverage that available air and missile defense forces provide. Using base clusters makes it possible for ADA units to cover more TSC assets than if units disperse throughout the TSC AO, but reduces the benefits of dispersion. TSC assets identified as air and missile defense priorities that do not receive dedicated support are positioned to take advantage of the coverage provided by ADA units protecting higher-priority assets.

6-63. Passive air and missile defense operations include the means a unit uses to avoid enemy detection, along with measures to minimize damage when attacked. TSC units use OPSEC to conceal their location from enemy visual and electronic surveillance. Elements within base clusters disperse as much as possible. Dispersal along with field fortifications and obstacles significantly reduce casualties and damage from air and missile attack.

6-64. The JRAC coordinates with appropriate commanders and staffs to establish a reliable, responsive, and redundant early warning system from the joint-force level to the base level in the JRA. The JRAC implements a standardized alert system throughout the JRA to ensure early warning and a coherent response to threats.

6-65. TSC personnel and air defenders share responsibility for force protection of TSC complexes. The TSC commander develops air and missile defense priorities, which are integrated into the theater's priorities. The air defense coordinator coordinates the use of available air and missile defense assets to protect the maximum number of priority assets. The ADA provides defensive fires and TSC units employ self-defense measures to defeat enemy air and missile attacks. The TSC ROC also integrates air and missile defense coverage into TSC planning for terrain management and movement control.

CONVOY SECURITY

6-66. Movement control always includes convoy defense considerations. Supply routes are assumed not to be secure on a nonlinear battlefield. Therefore, CSS movements between supported unit areas are combat operations. The TSC and supported unit commanders and staffs work together to integrate defensive capabilities into convoys. Adequate convoy security depends on two critical components. These are thorough staff planning to counter enemy plans and capabilities and individual soldier training to counteract enemy action.

6-67. The convoy commander ensures that CSS troops are trained in convoy defense techniques. The damage a convoy prevents or incurs when attacked often depends on the adequacy of convoy defense training. It also depends on the route and timing of the convoy in relation to the enemy situation and the adequacy of the intelligence and information convoy leaders receive in advance of the operation. FM 4-93.7 contains more information on convoy security on a nonlinear battlefield.

BASES AND BASE CLUSTERS

6-68. ASGs and other subordinate support headquarters are responsible for coordinating base and base cluster defense in the TSC AO. This defense protects elements from Level I and II threats in their assigned areas. Commanders ensure all bases and base clusters in their AOs train and prepare

for their roles. Cooperation and coordination between the support headquarters and tenants are critical.

6-69. Bases and base clusters form the basic building block for planning, coordinating, and executing base defense operations. The TSC G3 is the overall TSC terrain manager. The TSC G3 along with the TSC ROC organizes units occupying the support headquarters AO into base clusters (see Figure 6-2). The TSC ROC recommends appointments of base cluster commanders from units in the cluster to the TSC G3. The base cluster commander is usually the senior commander in the base cluster. The base cluster commander forms a base cluster operations center (BCOC) from his staff and available base assets.

6-70. A base may be a single-service or a joint-service base. A joint-service base is one in which one service has primary interest, or one in which two or more services have equal interests. The base cluster commander appoints the base commanders. Base commanders form base defense operations centers (BDOCs).

6-71. Within the base cluster, three commanders have distinct responsibilities. These three—the individual unit commander, the base commander, and the base cluster commander—are discussed below.

INDIVIDUAL UNIT COMMANDERS

6-72. The commanders of units in a base are responsible for—

- Participating in base defense planning.
- Providing, staffing, and operating base defense facilities in accordance with base defense plans.
- Conducting individual and unit training to ensure their forces' readiness to perform their assigned tasks in defense of the base.
- Providing appropriate facilities and essential personnel for the BDOC and the base commander.
- Providing liaison personnel to advise the base commander on matters peculiar to their units.
- Providing internal security of the base.
- Providing communications systems, including common-user communications, within the command.

6-73. TSC units use observation posts, listening posts, or unattended sensors on likely avenues of approach to collect intelligence on threat activity. In areas where the populace is friendly, local law enforcement or government agencies can provide information on threats in the area. BDOCs implement an integrated warning plan within their cluster and with adjacent bases or base clusters.

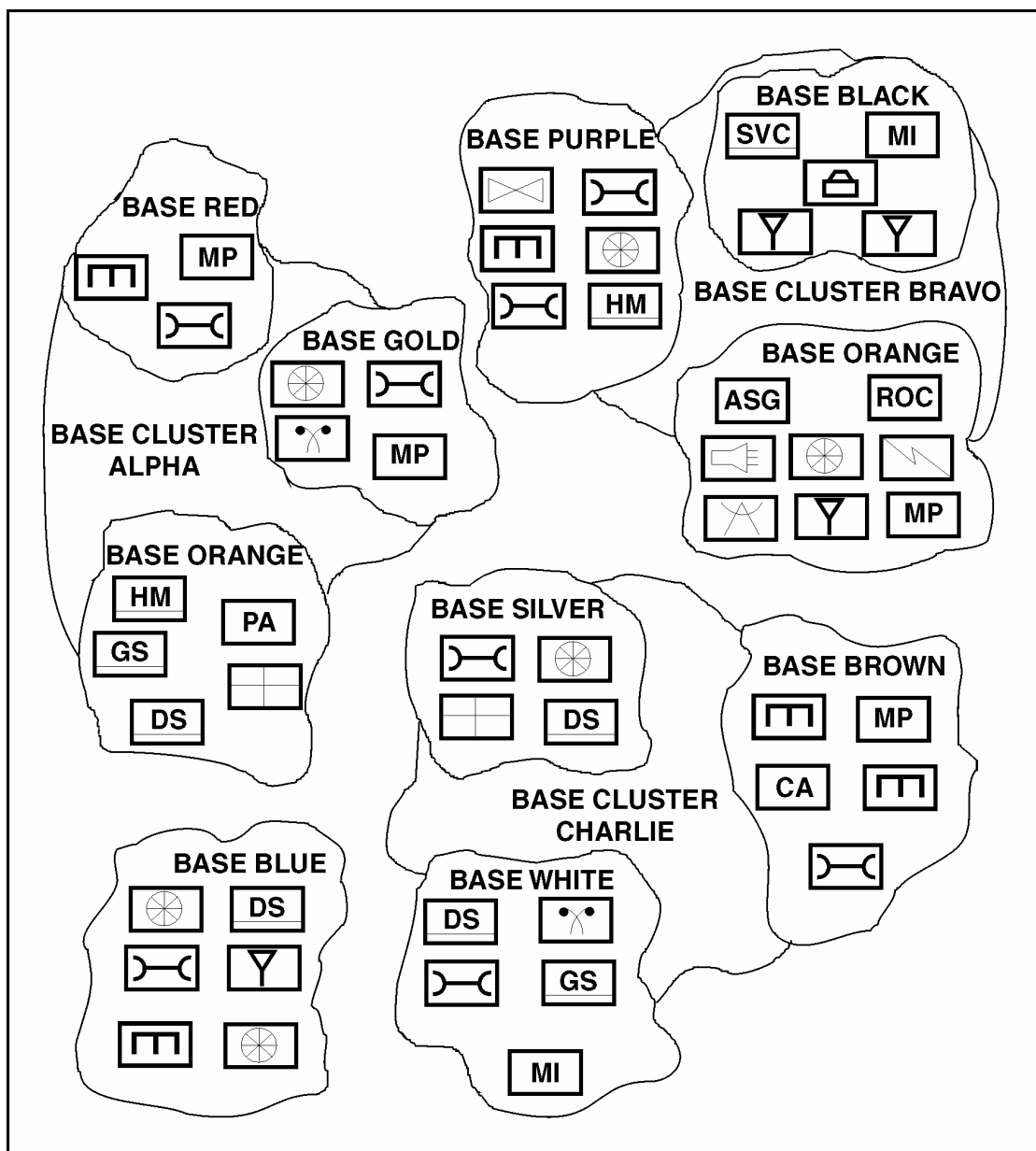


Figure 6-2. A Sample of Notional Bases and Base Clusters

BASE COMMANDER

6-74. The base commander is responsible for base security and defense. All forces assigned to the base are under his OPCON for base defense purposes. The base commander's responsibilities for base defense include—

- Establishing a BDOC from available base assets to serve as the base's tactical operations center (TOC) and focal point for security and defense. The BDOC assists with planning, directing, coordinating, integrating, and controlling base defense efforts.

- Establishing an alternate BDOC from base resources or, if base assets are not available, designating a headquarters element from units dedicated to the base for its local defense.
- Planning for including transient units by ensuring that base defense plans include provisions for augmenting the regularly assigned base defense forces with units present at the base during periods of threat.

BASE CLUSTER COMMANDER

6-75. The base cluster commander is responsible for securing his base, coordinating the defense of bases within his base cluster, and integrating base defense plans into a base cluster defense plan. His specific responsibilities include—

- Establishing a BCOC from his staff and available base or base cluster assets to serve as the base cluster's TOC and focal point for planning, directing, coordinating, integrating, and controlling base cluster defense activities.
- Providing appropriate facilities, housing, and services for necessary liaison personnel from bases from within the cluster.

BASE AND BASE CLUSTER DEFENSE PLAN

6-76. Base and base cluster commanders develop and implement comprehensive defense plans to protect their support capability. The defense plan includes measures to detect, minimize, or defeat Level I and Level II threats. To maximize mutual support and prevent fratricide, the base and base cluster commanders coordinate defense plans with adjacent base and base clusters and joint, multinational, and HN forces. The TSC ROC ensures that all plans conform to the overall TSC and ARFOR security plans.

AREA DAMAGE CONTROL

6-77. Commanders of bases and installations within the AO coordinate requirements for area damage control (ADC) with the JRAC through their respective chains of command. Commanders establish priorities for ADC missions as part of their planning process at the base or installation level. All units are responsible for providing ADC within their base or installation to the extent of their capabilities.

6-78. The senior engineer command plans, coordinates, and manages ARFOR engineer missions in coordination with the TSC. It plans the engineer support required to perform ADC missions according to ARFOR commander priorities. Commanders assign subordinate engineer headquarters ADC missions in a specified area. These engineer headquarters coordinate the development and execution of ADC plans. The area contingency engineering manager (ACEM) and district contingency engineering manager (DCEM) are responsible for ADC functions beyond the capability of the bases and units in support of the TSC or subordinate support headquarters commanders.

6-79. The force takes ADC measures before, during, and after hostile action or natural disasters to reduce the probability of damage, to minimize its effects, and to reestablish normal operations. Necessary repair begins after the damage is contained.

6-80. The TSC and subordinate support headquarters commanders anticipate ADC operations that employ assets within their areas. The TSC ROC and G4 section develop the TSC ADC plan based on the policies and priorities of the ARFOR commander. Plans highlight anticipated requirements for ADC that may exceed the capabilities of organic resources and the priority of ADC missions. U.S. and HN engineers have a major portion of the capability to perform these tasks.

6-81. Other forces and assets that contribute to the ADC mission include ordnance, MP, chemical, CA, maintenance, medical, signal, supply, transportation, and transiting units. HNS can be a vital resource for ADC in the TSC AO. Early HNS identification and coordination are essential to supplement ADC efforts. Responsibilities and support from HN assets are negotiated at theater level and are part of the status-of-forces agreements and treaties.

SECTION III – TERRAIN MANAGEMENT

6-82. The Army defines terrain management as the process of allocating terrain by establishing AOs, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other; for example, ensuring artillery firing units are not placed within air corridors. In rear operations, the process includes grouping units together to form bases, and designating a base cluster as necessary (FM 1-02 [FM 101-5-1]).

6-83. The ARFOR G3 is the overall terrain manager for the AO. Based on ARFOR commander guidance and security considerations, the ARFOR rear CP, with the ARFOR G3, assigns subordinate units to specific areas. Within the TSC AO, the TSC G3 is the overall terrain manager. He receives guidance and direction from the ARFOR G3 through the ARFOR rear CP. The TSC G3 coordinates with the TSC ROC for terrain management. Based on the TSC commander's guidance and security considerations, the TSC ROC, with the TSC G3, positions units in the TSC AO. It positions TSC units based on their mission, concept of the operations, and anticipated commitment. While commanders position support units close to MSRs and LOCs to facilitate timely support, they do not position them near likely enemy avenues of approach or in likely enemy landing zones (LZ) or drop zones (DZ). Support units disperse as much as possible to minimize the effects of enemy attacks on the overall sustainment effort.

6-84. In the joint context, area management has a similar connotation. It consists of considerations for units, facilities, and supplies that enhance their survivability while maintaining the efficiency of support operations. These considerations include clustering and dispersing units, supplies, and facilities. The commander balances these considerations through risk analysis, because clustering certain assets may promote the efficiency of support operations yet degrade security. In other instances, the opposite may be true. Clustering may promote security but degrade support operations capability (JP 3-10).

SECTION IV – INFRASTRUCTURE DEVELOPMENT

6-85. Figure 6-3 illustrates the key players who develop infrastructure. Infrastructure development applies to all fixed and permanent installations, fabrications, or facilities that support military forces. Infrastructure development focuses on facility security modifications and area damage control.

6-86. In a joint environment the JFC, in conjunction with allies, coalition partners, and the involved HN, is responsible for identifying the wartime facilities and construction requirements for U.S. forces prior to hostilities. The JRAC coordinates with component commanders to ensure that the JFC’s construction policy is implemented.

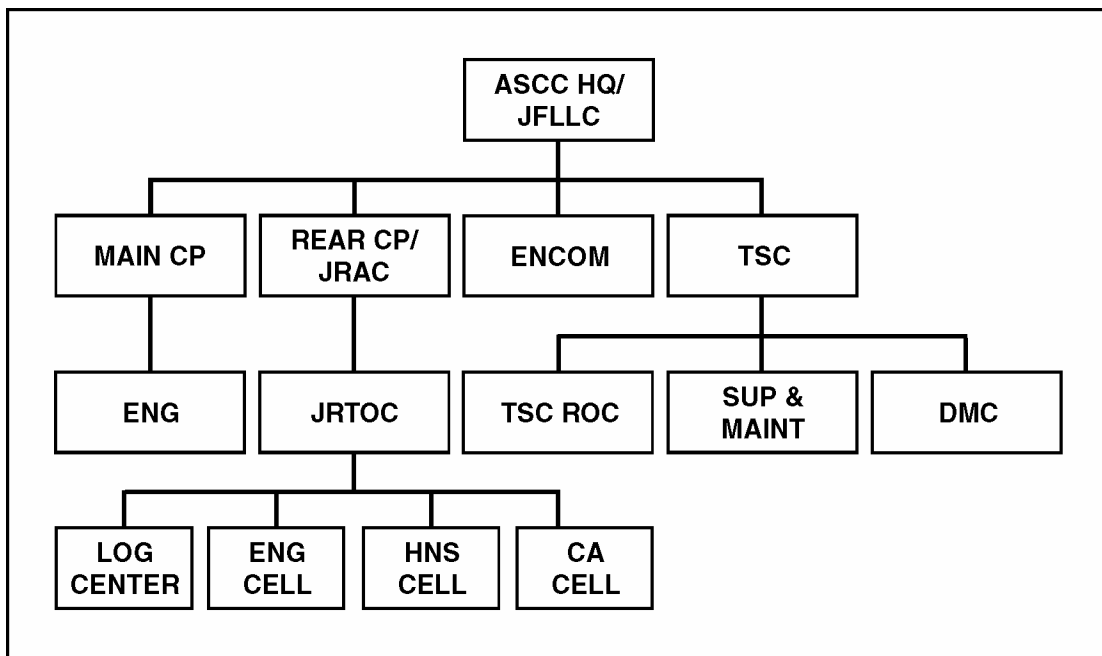


Figure 6-3. Infrastructure Development

6-87. The ARFOR rear CP has a logistics center, an engineer cell, and an HN support cell to assist in coordinating infrastructure development requirements. The TSC headquarters has a supply and maintenance directorate and the DMC to assist in coordinating infrastructure development. The ARFOR rear CP coordinates with the ENCOM to support infrastructure development requirements. The TSC headquarters also coordinates with the ENCOM. CA personnel can interface with HN governments to assist the HNS cell in interpreting and carrying out HNS agreements.

6-88. The joint boards that most affect unit infrastructure development in the JRA are the joint facilities utilization board (JFUB) and the joint civil-military engineering board (JCMEB). The JFUB evaluates and reconciles component requests for real estate, use of existing facilities, interservice support, and construction to ensure compliance with JCMEB priorities. The JCMEB establishes policies, procedures, priorities, and overall direction for

civil-military construction and engineering requirements in the theater. The JCMEB is a temporary board activated by the geographic combatant commander and staffed by personnel from the components and agencies or activities that support the geographic combatant commander. The JCMEB arbitrates all issues referred to it by the JFUB.

Chapter 7

Theater Force Opening Package

Deploying U.S. forces requires an in-theater support infrastructure capable of executing RSO&I operations and sustaining and redeploying the force. Recent operations in Somalia, Haiti, and Bosnia demonstrate a need for establishing early adequate support infrastructures in places where they did not previously exist. The theater force opening package (TFOP) is the Army mechanism to accomplish this.

SECTION I – TERMS OF REFERENCE

7-1. The TFOP is a modularly configured, multifunctional support task force comprised of specialized CSS and related CS modules. A typical TFOP needed during the initial stages of deployment includes transportation, engineer, supply, contracting, maintenance, and medical modules. The JFC may also elect to include strategic CSS cells from the USAMC, USAMMA, DLA, MTMC, and DESC. A generic representation of a TFOP with its strategic links appears in Figure 7-1. A more detailed structure of the TSC (forward) with its downtrace appears in Figure 7-2 and Figure 7-3.

7-2. The composition of the TFOP varies throughout the stages of a force projection operation until it becomes a TSC. The composition of the TFOP also depends on numerous other factors, including the type of operation, the nature of the supported military force, the available infrastructure in the theater, available contracted support, support provided to and by other services and multinational partners, and the nature of the threat.

7-3. In this discussion, the term TFOP and EEM are not interchangeable. EEM refers to the parts of the headquarters element, or C2 capability, of a deploying unit. TFOP refers to the whole units or parts thereof that deploy into the AO.

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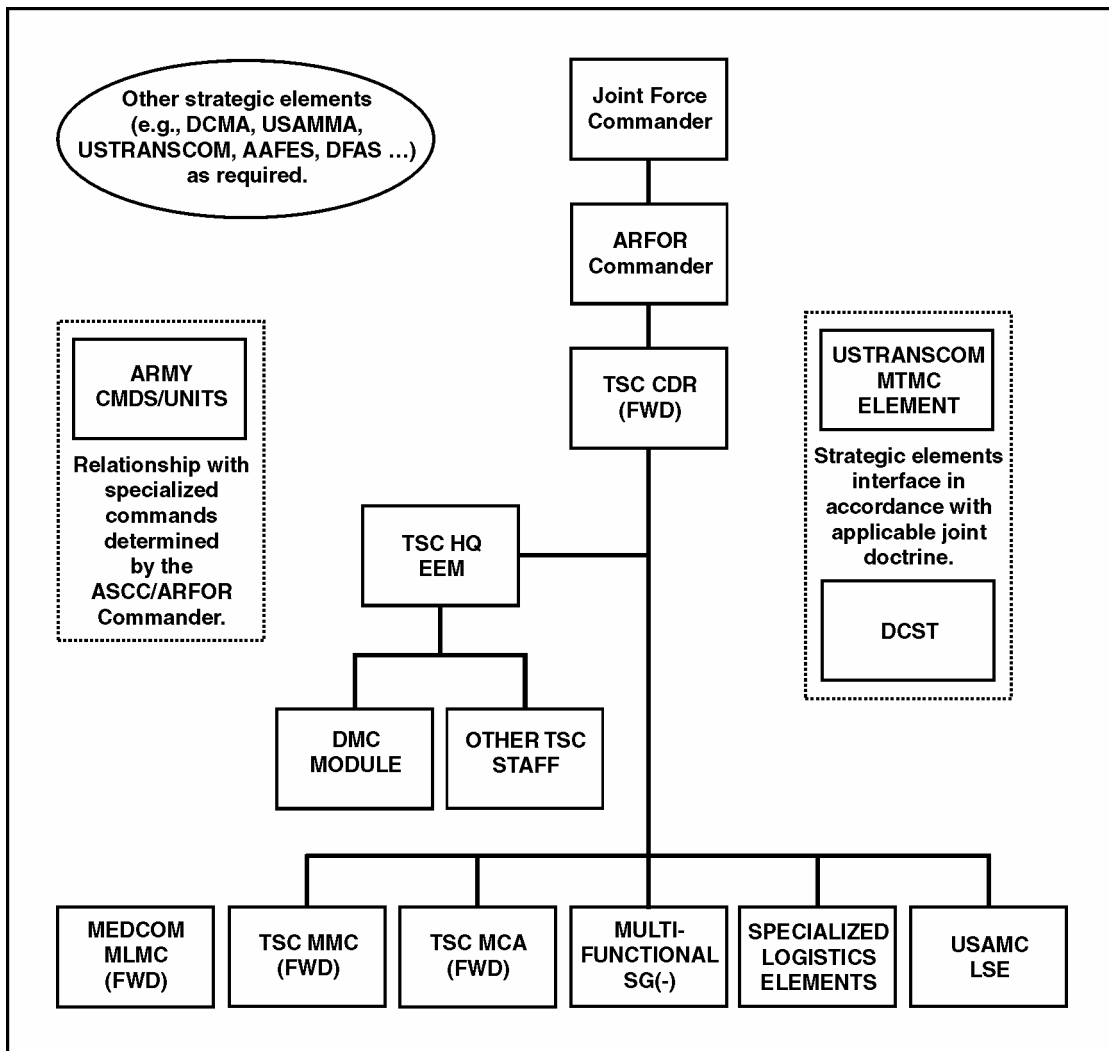


Figure 7-1. Representative TFOP

SECTION II - MISSION

7-4. The TFOP's mission remains identical to that for the TSC found in Chapter 2: to maximize throughput and follow-on sustainment of Army forces and other designated supported elements. The only difference is scale. As the TSC (forward), the TFOP is also uniquely responsible for building the theater infrastructure from a combination of existing and deploying assets.

7-5. The TFOP does this by—

- Clearing incoming personnel and cargo at air and seaports, working with USTRANSCOM elements, especially the MTMC and AMC.
- Designating and preparing routes for onward movement.

- Coordinating movement within the theater.
- Identifying and occupying the real estate needed for marshaling areas and the theater staging bases (TSBs). (The TFOP may also obtain, or assist in obtaining, permission to use the required real estate. Its role depends on the JFC's contracting and HN support structure. If the contracting function is managed at the JFC level, the TFOP may, at a minimum, provide contracting officer's representatives [CORs]. If the contracting function is placed in the TFOP, the TFOP may negotiate in accordance with applicable HN and status of forces agreements.)
- Providing initial sustainment support.
- Accomplishing other support missions as specified by the ARFOR commander.

7-6. The TFOP deploys as early as possible. This is necessary to manage the flow into theater from the outset. Such early entry of CSS organizations actually minimizes the CSS footprint by avoiding the calling forward of whole operational-level CSS units when only the functionality of the unit might be needed. It also ensures that supplies flowing into theater do not stack up into "iron mountains."

7-7. If a corps or smaller element is the ARFOR headquarters, the TSC aligns directly under the ARFOR headquarters. The TSC headquarters EEM, or any part of it, is not normally aligned under the COSCOM. This is because the COSCOM focuses support forward for the corps' combat elements. The COSCOM's ability to support diminishes when it focuses both backward for the operational CSS mission and forward for the tactical support mission.

7-8. The TSC's relationship to boards, bureaus, and centers (BB&C) at the joint force level depends on how the geographic combatant commander/JFC intends to control common item and transportation support within a given theater, for a given operation. If the geographic combatant commander designates an augmented TSC as a subordinate JTF for CUL, it may either send representatives directly to the applicable BB&C, or it may serve in lieu of certain BB&C. As a major subordinate command of the ARFOR commander, the TSC may represent the ARFOR commander in accordance with ARFOR commander guidance.

7-9. The TSC relates to DLA through the DCST as a liaison element from a strategic organization. DLA battles roster personnel only to a joint command. They provide liaison to a service component command such as the TSC.

PEACETIME

7-10. During peacetime, the TSC's focus is on readiness. TSC planners, in coordination with specialized commands, examine potential AOs within their AOR and develop a plan for the LPT. The purpose of LPT is to minimize the CSS impact on the strategic lift required to project the force.

7-11. The relationship between the TSC and specialized commands develops during peacetime. The optimal means for achieving a synchronized support plan is for the specialized commands to station a planning and coordination cell with the TSC during peacetime. Together they develop detailed plans, policies, and estimates to support the theater in accordance with the ARFOR

commander's plans, policies, and guidance. The cells remain with the TSC during the transition to war and all phases of the operation to synchronize operations and build a highly responsive integrated support system. The TSC staff and specialized commands also plan for any changes to task organization directed by the ARFOR commander throughout the phases of the operations.

TRANSITION TO OPERATIONS

7-12. During the initial phase of a force projection operation, the TSC deploys a C2 and assessment team. Its purpose is to support the ARFOR assessment team in analyzing the situation in the theater. It updates the LPT by validating planning assumptions on support requirements and capabilities to include available HNS and contracted support, the condition of the infrastructure and the current usage levels, and the flow of forces into the theater. The team determines maintenance priorities for existing infrastructure. This includes setting priorities for repairing damaged or destroyed infrastructure and for constructing facilities to compensate for infrastructure shortfalls.

7-13. An example of what a TSC C2 and assessment team may consist of early in a force projection operation appears in Figure 7-2. Team personnel includes key members of the TSC headquarters EEM and, as directed by the ARFOR commander, specialized command representatives. The TSC support operations colonel directs the team that may include a representative from the TSC G6 section.

7-14. As deployment continues, the rest of the TSC's headquarters EEM deploys into the theater and becomes the command element of the TFOP. The DCSSO deploys and becomes the TSC (forward) commander/TFOP commander. Depending on the situation, the TSC commander may deploy to command the forward element. If directed by the ARFOR commander, he may serve as the single commander for theater-level CSS. The EEM is battle-rostered from the TSC special and coordinating staff sections, and the support operations section. Elements from the materiel and movements management activities deploy along with the headquarters EEM. The TSC headquarters EEM is intended to provide an early entry C2 capability that allows the ARFOR commander to begin to build his operational-level support structure at the same time he begins to build combat power.

7-15. The EEM may also include elements from the supporting TRANSCOM, ENCOM, MEDCOM, PERSCOM, and FINCOM as well as DLA and USAMC. Regardless of the command relationship with the TSC headquarters EEM, early entry elements from the specialized commands maintain their technical and operational ties to strategic-level agencies and establish working relationships with their ARFOR staff counterparts.

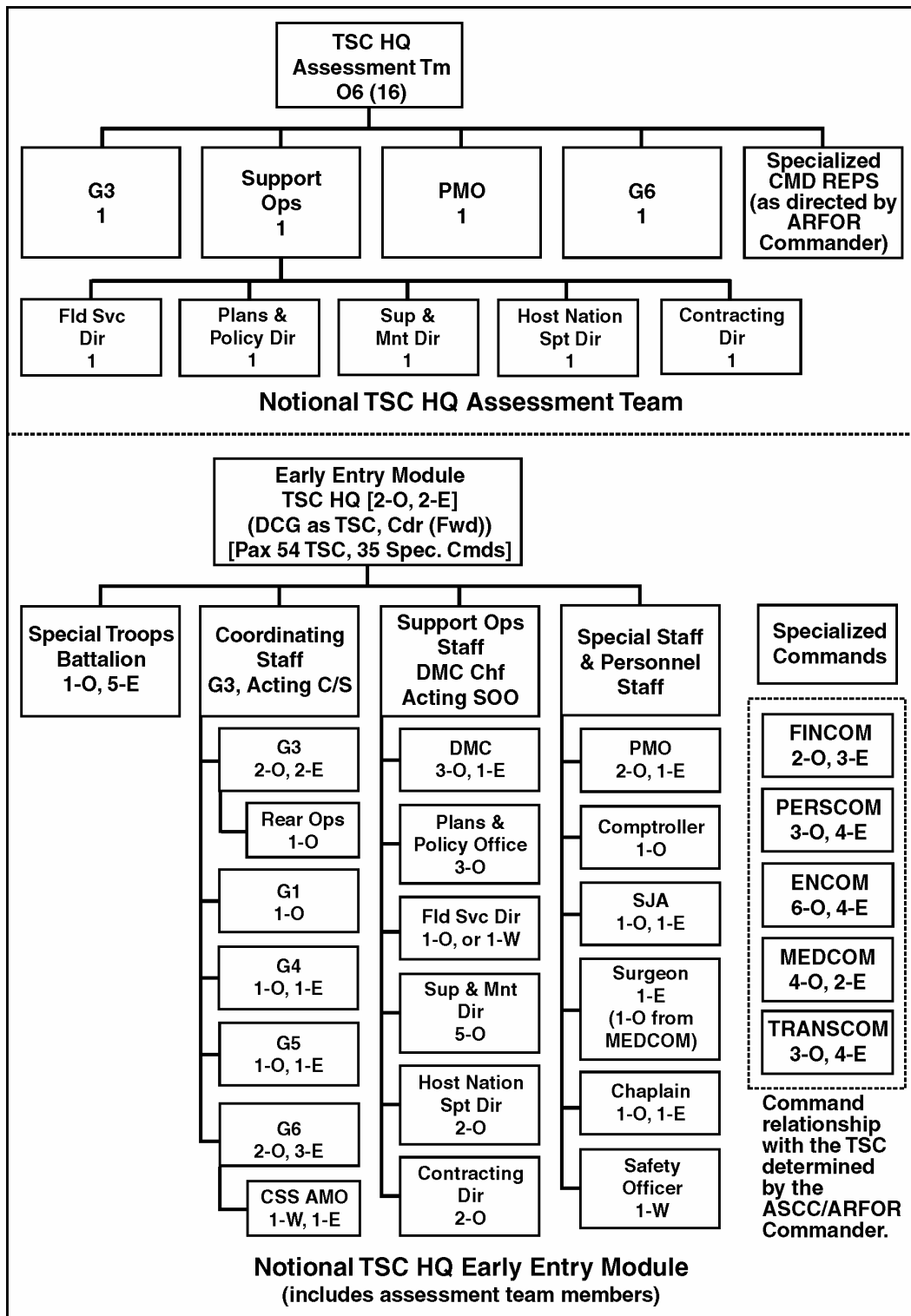


Figure 7-2. Notional C2 and Assessment Team and TSC HQ EEM

7-16. The role of the TSC headquarters EEM, with any ARFOR commander-directed augmentation from the specialized commands is to—

- Establish TFOP C2 links to provide in-theater connectivity among tactical, joint, and strategic support systems for integrating initial Army force deployments.
- Provide TFOP survey, liaison, and reconnaissance party (SLRP), off-load preparation party (OPP), PSA, and advance party elements.
- Exercise control over ARFOR theater-level support operations to include support to other services.
- Update LPT information to refine theater force opening module requirements.
- Coordinate support requirements of the supported Army force with the strategic-level support system. Initiate requests for theater sustainment supplies.
- Plan, acquire, and manage HN real estate in coordination with the JFC staff. Manage initial local procurement, contracting, and HNS activities.
- Plan force protection for operational support area RSO&I nodes in conjunction with the ARFOR staff.
- Manage ARFOR force generation.
- Help develop and execute the Army portions of the joint movement program developed by the JMC.

7-17. As the headquarters EEM is beginning to establish its operations, elements of the TFOP arrive in the AOR to rapidly expand the theater base. These theater force opening modules (TFOMs) are tailored elements of operating units/commands providing support to theater forces. As previously indicated the actual support forces required depends on numerous factors. Figure 7-3 shows what a representative TFOP may look like early in a force projection operation. The figure shows units from which TFOP elements may come. It does not imply that the entire unit shown would deploy. Teams, platoons, or sections from the units deploy as required to become a part of the TFOP. As requirements change, additional elements are called forward to provide support.

7-18. The structure in Figure 7-3 is capability based and represents an Army organization. Planners consider the use of HNS, contracted support, and support from other services as alternatives to adding force structure to the TFOP.

7-19. When each unit arrives in theater, planners revise support plans, assign missions for newly arrived CS and CSS units, adjust the missions of units already providing support, and cross-level supplies and personnel. Each time the force expands or contracts, planners review facilities and support requirements to ensure that they are adequate to accomplish the mission. This is accomplished through a clear understanding of the ARFOR commander's intent and integrated operations.

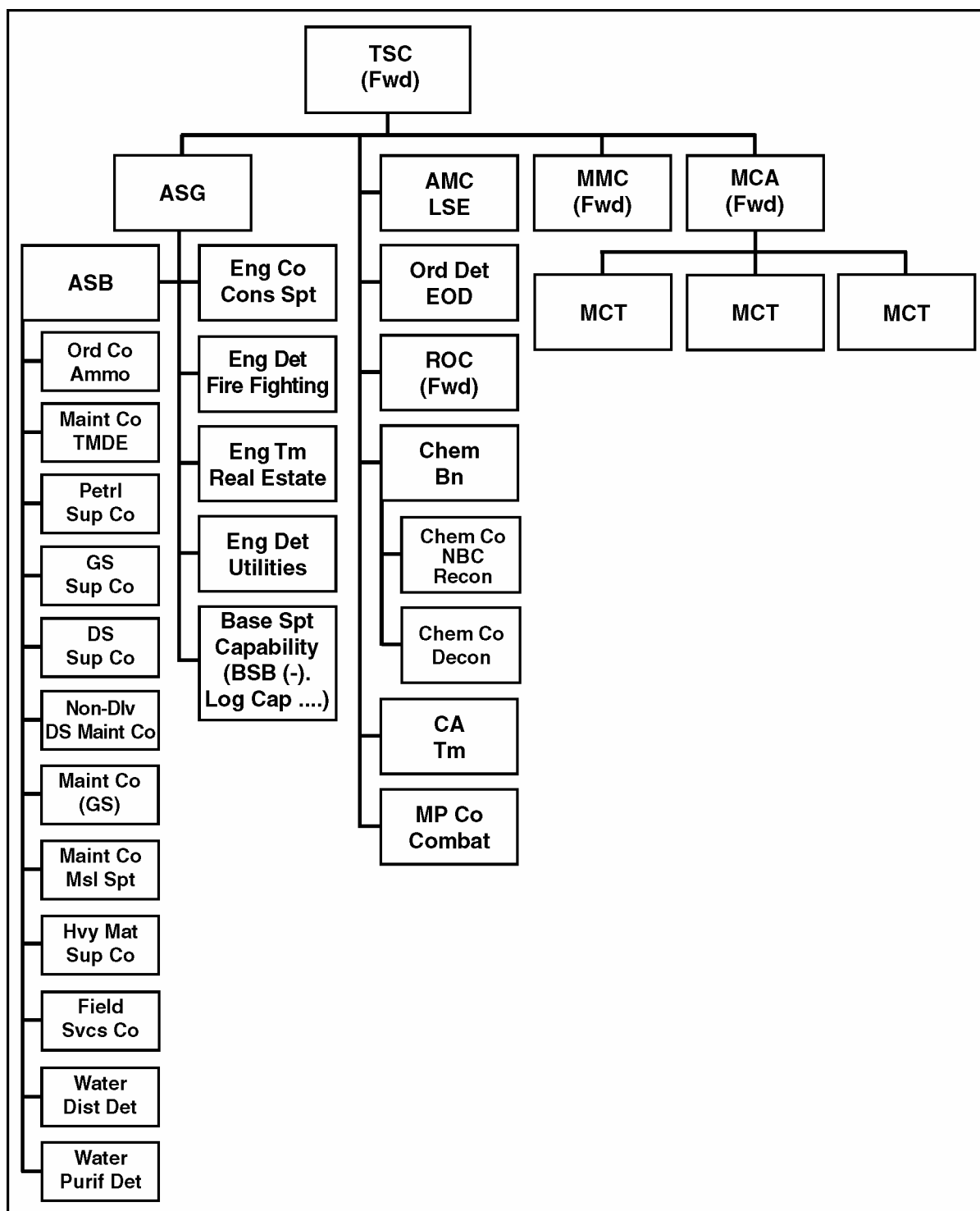


Figure 7-3. Notional Operational-Level Support Structure

7-20. Key TFOP functions that relate to receiving, staging, and establishing the distribution system are listed below. (Distribution functions cross over into reception and staging, as well as onward movement and sustainment.)

RECEPTION

- 7-21. The TFOP role in reception includes the following functions—
- Establishing connectivity with the GTN that receives data from the WPS and consolidated aerial port system (CAPS) to monitor the movement of forces and cargo, as well as the movement of military and commercial airlift, sealift, and surface assets.
 - Establishing and conducting Army or commercial/contracted port operations at MTMC-managed ARFOR or common user SPODs. Port operations include beach or port preparation or improvement, cargo discharge, harbor craft services, ship-to-shore movement of cargo by lighterage, movement control, cargo marshaling and documentation, and port clearance.
 - Establishing and conducting Army air terminal operations at APODs. Air terminal operations include movement control, cargo transfer, unit and cargo marshaling, cargo documentation, and port clearance.
 - Establishing and supervising contracts for transition of military port-operating capability to commercial or HNS sources.

STAGING

- 7-22. During staging, TFOP elements—
- Establish and operate initial Army force provider facilities and arrange for required commercial or HNS-operated theater staging bases.
 - Provide equipment deprocessing and property transfers for pre-positioned unit equipment.
 - Establish areas for staging of APS materiel, transitioning personnel, and supplies.
 - Establish and supervise contracts for transition of selected military staging area operations to commercial or HNS elements.

DISTRIBUTION

- 7-23. TFOP functions to establish the Army portion of the theater distribution system include the following:
- Establish and operate in-theater force and materiel tracking information management systems that interface with strategic, joint, and ARFOR commander ITV and TAV automatic data processing systems. TFOP units install ITV interrogators at distribution terminals, along LOCs, and at sustainment support nodes. They validate air, sea, rail, and highway deployment rates for the force.
 - Establish ARFOR movement management activities and conduct movement control operations. TSC movement control elements coordinate port clearance and inland theater movement of forces and materiel.

- Identify MSRs.
- Establish and operate the distribution infrastructure consistent with the JFC's theater framework. TFOP elements provide transportation (Army, HNS, or commercial) support for port clearance and onward movement of units and materiel to tactical assembly areas (TAAs) and operational- and tactical-level supply support activities (SSAs).

SUSTAINMENT

7-24. As the theater matures and the primary focus of the support mission shifts from force generation to sustainment of decisive operations, the TFOP evolves into a TSC and whatever specialized commands the ARFOR commander decides to have reporting directly to him. As previously indicated, this transition should be planned and exercised during peacetime. Plans include the specialized command cells remaining with the TSC to synchronize the execution of the overall support mission and to refine plans for later stages of the operation.

Chapter 8

Internal Support Operations

The TSC's coordinating staff (G-staff) and special staff sections manage the TSC's internal operations through coordination with staffs of higher, lower, and adjacent units. The staff's efforts support the commander and subordinate units. The staff supports the commander by providing accurate and timely information. It also produces estimates, recommendations, plans, and orders, and monitors execution.

The staff streamlines cumbersome or time-consuming procedures by ensuring that all activities contribute to mission accomplishment. All TSC staff sections perform the common staff duties outlined in Figure 8-1. FM 5-0 (FM 101-5) details staff duties common to all Army units.

SECTION I – CHIEF OF STAFF

8-1. The TSC chief of staff is the TSC commander's principal assistant for directing, coordinating, supervising, and training the special and coordinating staffs, except in those areas the commander reserves for himself. The TSC commander delegates the necessary executive management authority (equivalent to command of the staff) to the chief of staff. The chief of staff frees the commander from routine details and passes pertinent data, information, and insights from the staff to the commander and from the commander to the staff.

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- ◆ Advising and providing information to the commander.
- ◆ Preparing, updating, and maintaining staff estimates.
- ◆ Making recommendations.
- ◆ Preparing plans and orders.
- ◆ Monitoring execution of decisions.
- ◆ Processing, analyzing, and disseminating information.
- ◆ Identifying and analyzing problems.
- ◆ Conducting staff coordination.
- ◆ Conducting training.
- ◆ Performing staff assistance visits.
- ◆ Performing risk management.
- ◆ Conducting staff inspections.
- ◆ Conducting staff writing.
- ◆ Conducting staff research.
- ◆ Performing staff administrative procedures.
- ◆ Supervising staff sections and staff personnel.

Figure 8-1. Staff Duties

ROLE

8-2. The chief of staff anticipates battlefield events and shares with the commander a near-identical battlefield vision of operations, events, and requirements. The chief of staff understands the commander's personality, style, and instincts as they affect the commander's intent. He communicates the commander's intent to the staff, as well as to subordinate commanders as necessary. Staff members inform the chief of staff of any recommendations or information they pass directly to the commander, or of instructions they receive directly from the commander.

8-3. The chief of staff helps the commander prepare subordinate units for employment. He monitors their combat readiness status and directs actions that position subordinate units for the commander to use. Under special conditions or missions, the commander may give the chief of staff temporary command of a portion of the force (such as in deployments, redeployments, or when the commander and DCSO are unable to command).

DUTIES

8-4. The chief of staff's duties and responsibilities vary according to the commander's specific desires. However, normal duties are as follows:

- Integrating and synchronizing plans.
- Managing the commander's critical information requirements.
- Establishing, managing, and enforcing the staff planning timeline in accordance with the commander's guidance.

- Determining liaison requirements, establishing liaison information exchange requirements, and receiving liaison teams.
- Monitoring the staff's discipline, morale, and combat and mobilization readiness.
- Organizing, planning, and conducting staff training.
- Supervising all tasks assigned to the staff.
- Directing the efforts of coordinating and special staff members.
- Ensuring that the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units).
- Supervising the integration of risk management across the entire staff for all planning and execution of operations.
- Supervising responsibilities for the special troops battalion commander, secretary of the general staff (SGS), and LNOs.

SECTION II – COORDINATING STAFF

8-5. The TSC coordinating staff officers are the commander's principal staff assistants and are directly accountable to the chief of staff. Coordinating staff officers are responsible for broad fields of interest. They assist the TSC commander, and coordinate and supervise the execution of plans, operations, and activities. Figure 3-2 shows the TSC coordinating staff.

8-6. TSC staff officers have collateral interests in other staff officers' fields. Therefore, a clear definition of staff responsibilities is necessary to ensure coordination and to eliminate conflict. Unit SOPs or organization and functions manuals give procedures that specify primary responsibilities and requirements for coordination.

8-7. TSC staff officers are responsible for acquiring information and analyzing its implications for the command. More importantly, staff officers provide timely and accurate recommendations to the commander to help him make the best possible decisions. While doing so, TSC staff officers request and receive information and recommendations from special staff officers. They also inform all other coordinating staff officers as required.

G1 SECTION

8-8. The Assistant Chief of Staff, Personnel (G1) section has two branches—the manpower and personnel management branch and the morale, welfare, recreation, and education branch. The G1 section serves as the principal staff element for all internal TSC matters pertaining to human resource activities. The section is responsible for establishing, monitoring, and assessing TSC-unique human resource policies that affect soldiers, civilians, and contractors supported by the TSC. This section has primary or coordinating responsibility for TSC strength management; finance support; casualty management; morale support; postal services; civilian personnel; safety and accident prevention, alcohol and drug abuse; and equal opportunity. The section prepares the TSC personnel estimate and recommends priorities of fill for replacement to the TSC commander and G3. This section provides advice and assistance

to supported unit commands on human resource support matters and provides staff supervision over supported units. The section develops and recommends the troop basis and The Army Authorization Documents System (TAADS) changes concerning human resource functions. See FM 1-0 (FM 12-6) for more information.

MANPOWER AND PERSONNEL MANAGEMENT BRANCH

8-9. The manpower and personnel management branch develops personnel policies for such areas as promotions, appointments, demotions, classifications, assignments, reassignments, decorations, awards, separations, and rotations for the TSC in accordance with ARFOR commander policy. It maintains continuous personnel loss data and obtains summarized personnel information for use in preparing support plans. This branch provides policy and guidance on procurement, administration, and utilization of civilian personnel in the command.

MORALE, WELFARE, RECREATION, AND EDUCATION BRANCH

8-10. This branch develops and monitors the command MWR and education programs. These programs ensure that soldiers have access to a variety of leave, rest and recreation, and education facilities to enhance morale and fighting effectiveness. This branch oversees the establishment and operation of athletic activities, recreation programs, tours, unit lounges, learning centers, and libraries. The branch is also responsible for establishing programs that support family members left behind.

G2 SECTION

8-11. The Assistant Chief of Staff, Intelligence (G2) section is the principal staff section for MI matters. This section acquires, analyzes, and evaluates intelligence information and data. It also presents intelligence assessments, evaluations, and recommendations to the commander. The section provides threat analysis to support OPSEC planning. It develops plans and requirements for terrain studies, mapping, and charting. It collects and distributes weather data. The G2 assists the G3 in preparing deception plans by providing assessments of the enemy collection capabilities and susceptibility to deception. It plans and executes, through intelligence units and other military and civilian agencies, active and passive measures to counter or neutralize hostile espionage, sabotage, and subversive activities. The section provides staff supervision over subordinate intelligence units.

G3 SECTION

8-12. The Assistant Chief of Staff, Operations (G3) section is the principal staff section in matters concerning operations, plans, organization, and training, less those support operations associated with the support operations section and other staff sections having ARFOR-wide responsibilities. This section has primary responsibility for force development and plans, operations (less external support operations), security operations, and NBC activities. It prepares broad planning guidance, policies, and programs for command organizations, operations (less support operations), and functions. The section develops policies and guidance for training and training evalua-

tion of the command. The section has four branches—the force development and plans branch, the operations branch, the rear operations branch, and the NBC branch.

FORCE DEVELOPMENT AND PLANS BRANCH

8-13. The force development and plans branch prepares administrative and logistics plans and orders, OPLANs and OPORDs, to include reviewing and integrating annexes and appendixes prepared by other staff sections. The branch also develops and maintains the troop basis, including reviewing and revising, to ensure that the proper numbers and types of units needed to support and accomplish the mission are assigned. It reviews, analyzes, and recommends a planned or programmed force. It is responsible for force accounting, including processing procedures for activation, inactivation, establishment, discontinuance, and reorganization. It allocates manpower resources to subordinate commands within established ceilings and guidance.

OPERATIONS BRANCH

8-14. This branch authenticates and publishes administrative and logistics plans and orders, OPLANs, and OPORDs. It coordinates the displacement of subordinate commands and assignment of facilities and areas. It exercises staff supervision over deception activities. It assists the commander in developing and training the unit's METL. It identifies training requirements, based on combat missions and the unit's training status. It is responsible for preparing and performing training programs, directives, and orders. It maintains the unit readiness status of each unit in the TSC.

REAR OPERATIONS BRANCH

8-15. The rear operations branch develops policies and reviews security plans for the TSC commander and for the units and bases located in the TSC's AO. It exercises staff supervision over area damage control activities. More information on its activities is included in Chapter 6.

NUCLEAR, BIOLOGICAL, AND CHEMICAL BRANCH

8-16. The nuclear, biological, and chemical (NBC) branch advises the TSC commander and staff on all matters pertaining to NBC defense and the concept for chemical unit support of the operational level. It has overall supervisory responsibility for the chemical staff. It recommends NBC defensive posture and operations. It supervises and monitors NBC training throughout the command. It provides technical supervision of all NBC activities. It recommends the placement of biological detection units in the command. It coordinates with the G4 on acquiring, storing, issuing, and moving chemical equipment and supplies. This includes chemical defense equipment resupply rates and distribution schedules. The FM 3-11-series (3-series) provides detailed information on NBC defense.

G4 SECTION

8-17. The Assistant Chief of Staff, Logistics (G4) section has primary responsibility for monitoring logistics support to TSC units, including supply, main-

tenance, transportation, services, food service, and construction support. It has three branches—the logistics support branch, the food service support branch, and the construction support branch.

LOGISTICS SUPPORT BRANCH

8-18. The logistics support branch integrates those functions that sustain the TSC's assigned and attached units in the AO. This branch provides staff supervision and overall coordination for internal logistics support of TSC units, to include internal supply, maintenance, transportation, and field services (less field feeding).

FOOD SERVICE SUPPORT BRANCH

8-19. This branch exercises technical staff supervision over TSC food service programs and subsistence operations. It develops plans, policies, and procedures involving receiving, storing, and distributing subsistence. It conducts assistance and inspection visits to subordinate food service areas and to subsistence storage and distribution points.

CONSTRUCTION SUPPORT BRANCH

8-20. This branch is responsible for planning, managing, and coordinating fixed facilities, construction, utilities, and real estate for the TSC. It is also responsible for preventing and protecting against fires, and for monitoring environmental issues. The branch maintains close liaison with the appropriate Corps of Engineers contingency real estate support team (CREST). Due to the significant requirements for facilities maintenance and repair throughout the TSC area, augmenting the construction support branch with an engineering element or cell is usually needed.

G5 SECTION

8-21. The Assistant Chief of Staff, Civil Affairs (G5) section is the principal staff section for all matters concerning the civilian impact on military operations and the political, economic, and social effects of military operations on civilian personnel. It plans, coordinates, and supervises civil-military operations to support TSC mission objectives. To accomplish these tasks, the G5 exercises staff supervision over attached and operationally-controlled CA teams and units. The G5 staff coordinates other TSC staff interactions with civilians and helps these staff sections procure resources, supplies, facilities, and other forms of civilian support for military operations. FM 3-05.40 (FM 41-10) provides information on CA and civil-military relationships.

G6 SECTION

8-22. The Assistant Chief of Staff, Communications (G6) section is the principal staff section for all matters concerning communications and automation support within the TSC and subordinate units and activities. It develops voice and data communications requirements, including video teleconferencing services, and coordinates requirements with the signal command. It has three subordinate elements—the CSS automation management office, the administrative services branch, and the communications branch.

COMBAT SERVICE SUPPORT AUTOMATION MANAGEMENT OFFICE

8-23. The combat service support automation management office (CSSAMO) serves as the automation manager for CSS STAMIS. It coordinates the installation and synchronization of STAMIS and system change packages. It assists units with CSS automation and continuity of operations plans. It interacts with the corps and EAC activities responsible for CSS system support.

ADMINISTRATIVE SERVICES BRANCH

8-24. The administrative services branch provides internal administrative services support for the TSC headquarters. This includes a distribution center, a central classified document control repository, a centralized administration reference library, and limited reproduction facilities. It manages records, blank forms, mail, and files, and provides message center/ telecommunications center support.

COMMUNICATIONS BRANCH

8-25. The communications branch provides planning and policy guidance on the communications systems hardware and its compatibility to support STAMIS programs in the TSC. It coordinates and monitors signal support in the TSC headquarters and supporting units.

SECTION III – SPECIAL STAFF

8-26. Special staff officers help the TSC commander and other members of the staff in their professional or technical specialized areas. The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions. Although special staff personnel are not integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff's actions. Other special staff officers may deal routinely with more than one coordinating staff officer. For example, provost marshal (PM) functions are operationally aligned under the G3, but he coordinates with the G1, G2, G4, and G5. The chief of staff has coordinating staff responsibility for the commander of special troops, the SGS, internal review and audit compliance office, and the comptroller. The G1 coordinates with the surgeon, chaplain, inspector general, public affairs officer, and the staff judge advocate as required. The G3 has coordinating staff responsibility for the provost marshal, chemical officer, and EOD officer. Figure 3-3 shows the TSC special staff.

COMMANDER OF SPECIAL TROOPS

8-27. The commander of special troops is the special staff officer responsible for soldiers assigned to the TSC headquarters who are not assigned or attached to subordinate commands. Besides his common staff responsibilities, the special troops commander is responsible for the following:

- Developing the TSC headquarters occupation plan.
- Providing for local headquarters security, to include constructing defensive positions.

- Arranging and moving the headquarters.
- Providing training and morale activities for headquarters personnel.
- Providing food service, quartering, medical support, field sanitation, and supply for headquarters personnel.
- Receiving and accommodating visitors and augmentees.
- Providing motor transportation organic to or allocated for use by the headquarters.
- Maintaining equipment organic to or allocated for use by the headquarters.

SECRETARY OF THE GENERAL STAFF

8-28. The secretary of the general staff (SGS) is the special staff officer who acts as executive officer for the chief of staff. Besides his common staff responsibilities, the SGS—

- Plans and supervises conferences chaired by the commander, deputy commander, or chief of staff.
- Directs the preparation of and monitors the execution of itineraries for distinguished visitors to the headquarters.
- Monitors preparation and execution of all official social events and ceremonies involving the commander, deputy commander, and chief of staff.

ADJUTANT GENERAL

8-29. The adjutant general (AG) is the special staff officer responsible for sustaining personnel readiness for the TSC. He directs TSC-wide human resource systems and support to commanders and soldiers. The commander of the personnel group or senior personnel unit supporting the TSC serves as the TSC

AG. This special staff position is not the same as the one position coded “adjutant general” in the TSC G6 section. In addition to his common staff responsibilities, the AG—

- Directs the TSC military and civilian personnel systems.
- Collects, summarizes, and analyzes information and assists the G1 in preparing personnel estimates, projecting replacement requirements, and recommending replacement priorities.
- Manages services to TSC soldiers and civilians, contractors, and joint or allied personnel as required.
- Directs support activities for TSC postal and replacement management systems.
- Synchronizes the TSC personnel network, ensuring activities support the commander's desired end-state.

Emerging Doctrine:

Under present organization, the AG section is provided to the TSC from external sources. Future changes in personnel doctrine and organization may cause the AG section to become an organic part of the TSC staff. This is because many of the personnel units in the Army's structure may have their capabilities reintegrated into the staffs of supported headquarters.

COMPTROLLER

8-30. The comptroller is the special staff officer responsible for budget preparation and resource management (RM) analysis and implementation for the command. Besides his common staff responsibilities, the comptroller's responsibilities are as follows:

- Supervises the development, including the training resource synchronization, evaluation, revision, defense, and execution of the command budget estimate and the program objective memorandum (POM).
- Establishes plans, policies, and procedures for developing and implementing the command's budget.
- Provides assistance to the staff on budget methods and formats, and financial planning.
- Provides fund ceilings to subordinate units.
- Monitors execution of funded programs.
- Coordinates required program budget activity meetings.
- Identifies funding sources for operations. Acquires, reprograms, controls, and distributes funding authority to subordinate resource management officers and to ordering officers.
- Oversees cost capturing for operations to support requests for funding authority for operations and requests to replace funds shifted from other programs (mission training) to support an operation.
- Provides resource stewardship, primary linkage to the logistics financial system for fiscal constraints, and interfaces with the contracting authorities.
- Develops and maintains effective financial and management controls, procedures, and systems for best use of resources.
- Develops policies, procedures, and techniques to ensure the most cost-advantageous and effective methods of purchasing commercial products and services within fiscal and regulatory constraints.
- Assists FINCOM to monitor administrative controls for accounting and reporting receipt and disbursement of public funds, including special contingency funds.
- Assists FINCOM to develop policies, procedures, and techniques for establishing, maintaining, and operating the command's budget accounting system.
- Implements resources control procedures and serves as the command's primary fund certifying officer.
- Supervises implementation of RM policies.
- Provides integrated and independent progress and statistical reports and analyses of command programs.
- Develops a budget using HQDA cost factors for operational tempo (OPTEMPO).
- Develops annual non-OPTEMPO requirements.

8-31. The comptroller section, supervised by the comptroller, is responsible for assisting the comptroller in accomplishing his responsibilities as listed above. The section has two divisions—the management division and the program and budget division.

MANAGEMENT DIVISION

8-32. The management division advises the commander on the effectiveness of the command and recommends solutions to problems identified. It performs management analysis as a tool for evaluating the command's mission and resources. It includes developing more efficient, effective, or economical methods for achieving the command's mission. It develops any required organization and functions manuals.

PROGRAM AND BUDGET DIVISION

8-33. The program and budget division plans, executes, and appraises the administrative actions involved in establishing goals and using funds for achieving these goals. It determines mission requirements, relates actual performance and usage with programmed missions, workloads, and personnel and financial resources, and then reviews and analyzes the results. It performs review and analysis for the commander to determine the status, progress, results, and trends of command programs and activities.

INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE

8-34. The Internal Review and Audit Compliance Office (IRACO) chief is a special staff officer responsible for providing a full range of objective and independent professional audit services to the command group, commanders, and managers. The scope of the audit services includes all aspects of command, such as mission activities and contract operations in accordance with AR 11-7. Besides the common staff responsibilities, the IRACO—

- Develops and executes the annual audit program that includes formal, troubleshooting, and follow-up audits.
- Performs real-time audits of command systems, procedures, and internal controls to ensure their proper implementation and effective operation.
- Provides quick reaction reviews to the command, subordinate commanders, and program managers. Quick reaction audits address specific time-sensitive or critical issues. These audits provide the results or answer in a matter of days.
- Provides consulting and advisory services to assist management in making a decision or implementing an action. These reviews help ensure management identifies and considers all factors in their decision-making role.
- Administers the audit liaison function with external audit groups such as the General Accounting Office (GAO), DOD inspector general, U.S. Army Audit Agency, and higher headquarters' IRACOs. The IRACO is the point of entry and exit of auditors, ensuring proper monitoring of external audit activity within the command.

- Coordinates and evaluates command replies to all audit reports as part of the audit reply process, tracking each agreed-to recommendation until implemented.
- Develops and maintains data for the command to include in the DOD Inspector General Semiannual Report to the Congress and the semiannual DOD Follow-up Status Report to higher headquarters.

STAFF JUDGE ADVOCATE

8-35. The staff judge advocate (SJA) is a member of the commander's special and personal staff. The SJA communicates directly with the commander to provide legal advice for all matters affecting morale, good order, and discipline of the command. For other than disciplinary matters, the SJA serves under the supervision of the chief of staff, provides legal services to the staff, and coordinates with other staff members to provide responsive legal services throughout the organization.

8-36. The SJA, as a field representative of The Judge Advocate General (TJAG), provides technical supervision over all Judge Advocate General's Corps (JAGC) personnel and legal services in the command. This includes planning legal support, requesting resources, conducting and evaluating training, and assigning and professionally developing JAGC personnel assigned to the command. The SJA may also use the legal technical channel to communicate with TJAG and other supervisory judge advocates.

8-37. The SJA is responsible for all legal support and services required by the command. The SJA's duties include—

- Providing legal support to operations across the six core legal disciplines (administrative law, civil law, claims, international law, legal assistance, and military justice).
- Providing military justice advice and performing military justice duties. (The U.S. Army Trial Judiciary and U.S. Army Trial Defense service provide trial judiciary and trial defense services independently.)
- Resolving legal problems regarding administrative boards, investigations, or other military tribunals.
- Providing technical supervision of legal personnel in the command and its subordinate units.
- Providing legal advice and assistance concerning contracts and fiscal law.
- Providing legal advice concerning health care, environmental matters, and compensation matters.
- Providing legal counsel to the civilian personnel office, equal employment opportunity office, and the command.
- Providing counsel to the Family Advocacy Case Review Committee.
- Serving as the command ethics counselor.
- Providing international and operational law assistance, to include advice and assistance to implement the DOD Law of War Program.
- Assisting with litigation in which the United States has an interest.

- Operating the command's legal assistance, claims, procurement fraud, federal magistrate court, victim-witness assistance, and military justice training programs.
- Providing legal advice concerning intelligence activities and information operations.

CHAPLAIN

8-38. When performing as a special staff section, the chaplain section develops plans, policies, and programs for religious support. It coordinates area and denominational religious support for the TSC. It provides staff supervision over religious support activities. The chaplain advises the commander on religion, unit morale, and ethical issues as affected by religious support and to meet the religious and spiritual needs of soldiers and other personnel. The chaplain assistant analyzes, develops, implements, and assesses plans, policies, and programs affecting the religious support mission and operations. The chaplain also serves on the TSC commander's personal staff.

PUBLIC AFFAIRS OFFICER

8-39. The public affairs officer (PAO) advises the commander concerning public affairs matters of soldier and media interest. It assists the commander in planning, coordinating, and implementing command information, public information, and community relations functions. It formulates, implements, and supervises public affairs actions while complying with current directives and policy guidance. The PAO also serves on the TSC commander's personal staff.

SAFETY OFFICER

8-40. Safety is a key responsibility of command. Leaders at all levels are responsible for conducting continuous, vigorous efforts to prevent accidents in all operations and activities. The safety officer serves as the primary staff action officer responsible for carrying out the functional duties of the commander's accident prevention program. The commander institutes safe practices, procedures, and principles encompassing military training and tactical movement to include equipment and materiel used in conducting operations. The safety officer assists the commander by—

- Conducting risk analysis of operations and providing risk management recommendations to reduce risk to acceptable levels.
- Developing specific safety plans as well as annexes to OPLANs.
- Maintaining a comprehensive management information system that provides an audit trail of accidents, injuries, illnesses, and their causes.
- Recommending countermeasures deemed necessary and appropriate to mitigate or control adverse trends.
- Maintaining constant coordination with command and sub-command staff elements on matters concerning integrating loss control measures during all operations.
- Recommending safety standards, policies, and procedures for immediate implementation in the TSC AO or during training.

- Implementing accident investigation, reporting, and administration procedures for early detection of accident trends.
- Representing the TSC commander in meetings with HN officials on matters pertaining to the safety of soldiers, local nationals, or property.

SURGEON

8-41. The surgeon is the special staff officer responsible for coordinating CHS resources and operations within the TSC. The TSC surgeon section supports the surgeon. The surgeon's responsibilities are as follows:

- Plans and supervises—
 - Health education and combat lifesaver training for the TSC.
 - Casualty evacuation.
 - Combat stress control program.
 - Mass casualty plan.
 - Medical care of EPWs and civilians within the TSC's AO.
 - Treatment and hospitalization of sick, injured, or wounded soldiers.
 - Patient evacuation, including use of both the Army's dedicated medical evacuation (MEDEVAC) platforms (air and ground) and Air Force evacuation aircraft.
 - Veterinary food inspection, animal care, and veterinary preventive medicine activities of the command, as required and in coordination with the veterinary officer.
 - Preventive medicine services.
 - Medical laboratory services.
 - Combat health logistics, including blood management.
 - Supervision and preparation of health-related reports and battlefield statistics.
 - Collection and analyses of operational data for on-the-spot adjustments in the medical support structure and for use in post-operations combat and materiel development studies.
- Advises the commander and G5 on TSC health services and health matters that concern the occupied or friendly territory within the TSC commander's AO.
- Formulates the CHS plan.
- Coordinates with the G2 to obtain national medical intelligence reports and summaries.
- Advises on the effects of the medical threat (including environmental, endemic and epidemic diseases, NBC weapons, and directed-energy devices) toward personnel, rations, and water.

- Examines and recommends using or processing captured medical supplies.
- Maintains medical technical liaison with the senior medical officer in theater to ensure consistency of health services and any lead service medical administrative management.

CHEMICAL OFFICER

8-42. The chemical officer is in the G3 NBC branch, but he also serves as the special staff officer responsible for the use of or requirement for chemical assets and NBC defense and smoke operations. Besides his common staff responsibilities, the chemical officer's specific responsibilities are as follows:

- Recommends COAs to minimize friendly and civilian vulnerability.
- Provides technical advice and recommendations on chemical defense equipment, troop safety criteria, operational exposure guidance, NBC reconnaissance, smoke operations, biological warfare defensive measures, and mitigating techniques.
- Plans and initiates procedures to verify and report enemy first use of NBC agents.
- Assesses the probability and impact of NBC-related casualties.
- Coordinates across the entire staff, assessing the impact of enemy NBC-related attacks and hazards on current and future operations.
- Coordinates with the surgeon on health support requirements for NBC operations.
- Conducts NBC IPB vulnerability analysis and recommends IR to the G2 through the G3.
- Plans, supervises, and coordinates NBC decontamination (except patient decontamination) operations.
- Supervises the nuclear and chemical accident and incident response assistance program.
- Assesses weather and terrain data to determine if environmental factors are conducive to enemy employment of weapons of mass destruction.
- Predicts downwind vapor hazard and fallout patterns from both friendly and enemy nuclear weapons employment and their probable effects on operations.
- Plans, coordinates, and manages chemical and radiological survey and monitoring operations.
- Collates, evaluates, and distributes NBC attack and contamination data.
- Prepares NBC situation reports (SITREPs)
- Plans, coordinates, and manages NBC reconnaissance operations.
- Maintains and reports radiation exposure and dose status and coordinates with surgeon.
- Estimates effect of a unit's radiation exposure state on mission assignments.
- Estimates consumption rates of NBC defense equipment and supplies.

- Operates the NBC warning and reporting system.
- Coordinates with the G4 on logistics as it pertains to chemical defense equipment and supplies, maintenance of chemical equipment, and transportation of chemical assets.
- Plans and recommends using flame-field expedients to supplement unit defense and existing minefields and barriers.
- Advises the commander, in conjunction with the surgeon, on possible hazards, such as low-level radiation and toxic industrial materiel.
- Advises commander on using riot control agents.

EXPLOSIVE ORDNANCE DISPOSAL OFFICER

8-43. The explosive ordnance disposal officer is the special staff officer for coordinating the detection, identification, recovery, evaluation, safe render, and final disposal of explosive ordnance. An EOD officer is authorized at TSC, corps, and division levels and may be dual-hatted as the EOD group, battalion, or company commander. Besides his common staff responsibilities, the EOD officer—

- Establishes and operates an EOD-incident reporting system.
- Establishes, operates, and supervises technical intelligence reporting procedures.
- Coordinates requirements for EOD support with requesting units, other Army commands, sister services, federal agencies, and multinational partners. This coordination may include arranging for administrative and logistics support for subordinate EOD units as required.
- Monitors the supply status of and expedite requests for special EOD tools, equipment, and demolition materiel.

Note. For more details on the duties and responsibilities of the EOD officer see AR 75-15, FM 5-0 (FM 101-5), FM 4-30.1 (FM 9-6), and FM 4-30.5 (FM 9-15).

PROVOST MARSHAL

8-44. The provost marshal (PM) is the special staff officer responsible for coordinating MP assets and operations. The PM section provides staff advice on MP functions in the areas of discipline, law and order, area security, confinement operations, maneuver and mobility support (MMS), internment and resettlement operations, and EPW operations. The commander of the senior MP unit (normally an MP brigade) assigned or attached to the TSC serves as the TSC PM. When an MP brigade is assigned or attached to the TSC, its MP long-range plans section co-locates with the TSC PM section. FM 3-19.1 (FM 19-1) and FM 3-19.4 (FM 19-4) include details on MP support in an AO.

8-45. The PM's special staff responsibilities are as follows:

- Plans and supervises—
 - Maneuver and mobility support to include route reconnaissance, route surveillance, circulation control, and dislocated civilian and straggler control.

- Area security to include area and zone reconnaissance, sustainment area security, response force and critical asset security, which includes CP security and other designated sites and facilities.
- Internment and resettlement (I/R) to include EPW/civilian internee (CI) handling, U.S. military prisoner handling, and populace and resource control.
- Law and order to include law enforcement, criminal investigations, and U.S. customs. Police intelligence to include activities related to collecting and disseminating combat, policy, and criminal information, criminal IPB, crime analyses, and joint/combined policy information gathering and sharing.
- Coordinates customs and counter-drug activities in conjunction with the G5 and SJA.
- Provides physical security guidance for commanders, assistance in area damage control, and NBC detection and reporting.
- Performs liaison with local civilian law enforcement authorities.
- Coordinates with the G1 and SJA in administering discipline and law and order, to include absentee/deserter investigations; courts-martial; requests for transfer of internees, detainees, and prisoners; rewards and punishments; and disposition of stragglers.
- Coordinates with the G4 for all logistics requirements relative to EPW and civilian internees, U.S. military prisoners, and dislocated civilians.
- Coordinates with the comptroller on pay support for EPWs and civilian internees, and on financial aspects of a weapons bounty program.

SECTION IV – PERSONAL STAFF

8-46. The TSC has personal staff officers who work under the immediate control of the commander and therefore have direct access to the commander. The TSC commander establishes guidelines or gives specific guidance to the personal staff officer to inform, or coordinate with, the chief of staff or other members of the staff on issues.

8-47. Most personal staff officers also perform duties as special staff officers working with a coordinating staff officer. This is done according to the guidance of the commander or the nature of the task.

8-48. Listed below are the members who make up the TSC commander's personal staff. Either by law or regulation, these staff members have a unique relationship with the commander.

- Aide-de-camp.
- Command sergeant major (CSM).
- Chaplain.
- PAO.
- IG.
- SJA.

AIDE-DE-CAMP

8-49. The aide-de-camp serves as a personal assistant to the commanding general. The aide-de-camp—

- Provides for the commander's personal well-being and security, and relieves him of routine and time-consuming duties.
- Prepares and executes itineraries.
- Meets and hosts visitors at headquarters or quarters.
- Coordinates protocol activities.
- Acts as an executive assistant.
- Supervises other personal staff members (secretaries, assistant aides, enlisted aides, and drivers).

COMMAND SERGEANT MAJOR

8-50. The command sergeant major (CSM) is the senior NCO of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted soldier matters and the NCO corps. The CSM's duties and responsibilities vary according to the commander's specific desires; however, his general duties are to—

- Provide advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.
- Help formulate and supervise enforcement of established policies and standards concerning enlisted personnel performance, training, appearance, and conduct.
- Maintain communication with subordinate NCOs and other enlisted personnel through NCO channels.
- Monitor unit and enlisted personnel training and make corrections as necessary.
- Administer and monitor the unit NCO development program (NCODP) and sergeant's time training (STT).
- Provide counsel and guidance to NCOs and other enlisted personnel.
- Administer and chair unit selection and soldier boards for enlisted personnel.
- Receive and orient newly assigned enlisted personnel.
- Help inspect command activities and facilities.
- Monitor and recommend actions to enhance the morale and discipline of the command.
- Assist the headquarters commandant to coordinate unit security operations.

CHAPLAIN

8-51. The chaplain is a personal staff officer responsible for coordinating the religious activities and operations within the TSC. The chaplain is a confidential adviser to the commander on religious matters. The chaplain—

- Advises the TSC commander on the issues of religion, ethics, and morale (as affected by religion), including the religious needs of all assigned personnel.
- Develops, exercises staff supervision over, and implements the commander's religious support program.
- Provides moral and spiritual leadership to the command and community.
- Coordinates religious support with unit ministry teams of higher and adjacent headquarters, other services, and multinational partners.
- Translates operations plans into battlefield ministry priorities for religious support.
- Advises the commander and staff, with the G5, of the impact of the faith and practices of indigenous religious groups in an AO.
- Ensures that religious support to the command and community includes confined or hospitalized personnel, EPWs, civilian detainees, and refugees.
- Provides liaison to indigenous religious leaders in close coordination with the G5.
- Trains, equips, and supports subordinate chaplains and chaplain assistants.

PUBLIC AFFAIRS OFFICER

8-52. As a personal staff officer, the public affairs officer (PAO) serves as the TSC's spokesman. He responds to media queries in a timely manner and ensures that the media clearly understand and accurately state the command position. This section anticipates and responds to soldiers' needs for military and domestic information. It provides media representatives with accreditation, meal, billet, transport, and escort support as authorized and appropriate. The PAO—

- Plans and supervises the command public affairs program.
- Advises and informs the commander of the public affairs impact and implications of planned or implemented operations.
- Serves as the TSC's spokesperson for all communications with external media.
- Assesses the information requirements and expectations of the Army and the public, monitors the media and public opinion, and evaluates the effectiveness of public affairs plans and operations.
- Facilitates media efforts to cover operations by expediting the flow of complete, accurate, and timely information.
- Coordinates logistics and administrative support of civilian journalists under administrative control of the command.
- Conducts liaison with media representatives to provide accreditation, food service, billets, transport, and escorts when authorized and appropriate.

- Develops, disseminates, educates, and trains the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.
- Informs soldiers, family members, and DOD civilians of their rights under the Privacy Act, their responsibilities for OPSEC, and their roles as implied representatives of the command when interacting with news media.
- Coordinates with appropriate staffs to ensure that disseminated public information is consistent with their staff responsibilities.
- Assesses and recommends news, entertainment, and other information needs of soldiers and home station audiences.
- Works closely with the G5 and other agencies to integrate strategy and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.
- Advises (in coordination with the SJA) the commander and staff on Privacy and Freedom of Information Act (FOIA) matters.

For additional information on the duties and responsibilities of the PAO see FM 3-61 (FM 46-1).

INSPECTOR GENERAL

8-53. The inspector general (IG) is a personal staff officer responsible for advising the commander on the overall welfare and state of discipline of the command. The IG serves on the commander's personal staff in accordance with AR 20-1. The IG is a confidential advisor to the commander. The IG—

- Integrates the commander's organizational inspection program.
- Conducts inspections, surveys, and studies as the commander requires, and monitors corrective action.
- Receives allegations and conducts investigations and inquiries.
- Monitors and informs the commander of trends, both positive and negative, in all activities.
- Consults staff sections, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance.
- Provides the commander with a continuous, objective, and impartial assessment of the command's operational and administrative effectiveness.
- Identifies and assists in resolving systemic issues.

STAFF JUDGE ADVOCATE

8-54. The staff judge advocate (SJA) is a personal staff officer, and communicates directly with the commander to provide legal advice for all matters affecting the morale, good order, and discipline of the command. The SJA serves on the commander's personal staff in accordance with AR 27-1. The responsibilities of the SJA are as follows:

- Provides legal advice to the commander on—
 - Military law.
 - Domestic law.
 - Foreign law, status of forces agreements, and international law.
 - The law of armed conflict (Geneva and Hague Conventions).
 - Rules of engagement.
 - Environmental laws and treaties.
 - Warfare treaties.
 - Treatment of EPWs and civilian internees.
- Provides legal services in administrative law, claims, contract law, criminal law, international law, legal assistance, environmental law, and operational law.
- Supervises and communicates directly with the commander concerning the administration of military justice.
- Coordinates with the G4 on the legal aspects of contracting policies and drafts requisition forms and nonstandard local contracts.
- Coordinates with representatives of the Army trial defense service to provide trial defense counsel to represent soldiers.
- Coordinates with representatives of the Army trial judiciary to provide military judges for general and special courts-martial.

Appendix A

Logistics Preparation of Theater Planning Checklists

This appendix provides detailed checklists for assisting logistics preparation of the theater (LPT) planners. The purpose of these checklists is to assist theater support command (TSC) support operations and G3 staff planners in preparing for support operations. The support operations staff at subordinate command levels can also use these checklists.

These lists are eclectic rather than systematic and are intended to help planners notice important details that are frequently over-looked in planning. The lists supplement, and do not replace, the systematic procedures in the military decision making process (MDMP) found in FM 5-0 (FM 101-5). Therefore, these lists are best referred to after the first draft of the plan is complete.

The topics listed below are expanded in the subsequent annexes. The categories are interrelated; some considerations listed in one area apply to others. This is especially true of the “distribution” category.

- General.
- Concept of combat service support.
- Distribution.
- Supply and maintenance.
- Medical logistics.
- Field services.
- Engineering.
- Transportation.
- Financial management.
- Contracting.

Annex A

General

- Are the appropriate doctrinal, policy, and procedural publications available to the staff?
- Which operation plans (OPLANs)/operation orders (OPORDs) apply?
- Are all necessary maps on hand?
- Is there a concise statement of intent for the service support plan?
- What are the Army service component command (ASCC)/Army forces (ARFOR) requirements, taskings, and concept of operations that the plan supports?
- Is the commander's intent and end state understood by the whole staff?
- Are definable and decisive objectives specified?
- What are the assumptions on which the concept of operations and the concept of support are based?
- Are responsibilities for support clearly stated for the following:
 - The supported joint force commander (JFC)?
 - Supporting JFCs?
 - U.S. Transportation Command?
 - Military Traffic Management Command?
 - Air Mobility Command?
 - Military Sealift Command?
 - Special Operations Forces?
 - The supported ASCC/ARFOR commander?
 - National Guard Bureau?
 - Office of the Chief of the Army Reserve?
 - Defense Security Cooperation Agency?
 - Defense Mapping Agency?
 - Department of State/American Embassies?
 - Offices of Defense Coordination?
 - Military liaison offices?
 - Defense Logistics Agency?
 - General Services Administration/Federal Supply Service?
 - U.S. Army Materiel Command?
 - Army and Air Force Exchange Service (AAFES)?
 - U.S. Army Medical Command?

- U.S. Army Medical Materiel Management Agency?
- U.S. Army Forces Command?
- TSC major subordinate commands?
- Other theater-level commands (finance command [FINCOM], personnel command [PERSCOM], medical command [MEDCOM], engineer command [ENCOM], transportation command [TRANSCOM])?

Annex B

Concept of Combat Service Support

- What combat service support (CSS) tasks the plan specify?
- Does it specify which elements provide the support? Are the elements' capabilities adequate? Is there any excess capability? Does the deploying force require augmentation? Does it specify contingency measures?
- Are initial preplanned supply support and U.S. Army Materiel Command (USAMC) emergency support packages being considered?
- What is the affect of terrain and known or suspected enemy capabilities on support operations?
- What facilities are required to support the distribution system? Have the engineers incorporated these requirements in their plans? Can host nation (HN) facilities satisfy any of the facility requirements?
- Is site preparation required?
- Has the staff properly analyzed the deployment flow to determine time-phasing for introducing CSS elements?
- Has the staff considered host nation support (HNS) availability and risk?
- Are procedures in place to support deployed civilians and contractors?
- Have arrangements been made with customs?

Annex C

Distribution

- What is the specific supply system and procedural guidance?
- Does the staff describe the flow of requisitions?
- Does the staff describe the flow of materiel? Does the plan provide contingency measures? Branches? Sequels?
- Is a temporary force/activity designator upgrade required?
- Is the in-country Department of Defense Activity Address Code (DODAACs) required (supply support activity or unit level)?
- Are changes to DODAACs required, such as "ship-to" address?
- Does the staff describe direct support system (DSS)/air lines of communication (ALOC) procedures?
- Are some supply support activities designated as ALOC or DSS?
- Are provisions made for contracting?
- Does the staff specify the stockage objectives for each class of supply?
- Is a known or estimated time-definite delivery schedule provided?
- What are the automated and non-automated procedures used? What are the implications of this interface?
- Is the communications capability provided compatible with the automated systems being deployed?
- Has the staff identified interservice support requirements?
- What support will the host nation, allies, coalition partners, or other services provide?
- What intratheater support is required?
- Are procedures described for cancellation or diversion of materiel in process or in transit at the termination of the operation?
- Does the plan address control of aviation intensively managed items?
- Are provisions made for emergency resupply?
- Do logistic provisions provide support of civilians and prisoners of war? Has handling of enemy prisoners of war (EPWs) and detainees been considered in terms of medical treatment, sundry packs, security, chemical/biological holding areas, and evacuation?
- Do meals for EPWs and detainees satisfy their religious requirements?
- Is there covered storage in the area of operations (AO) to protect supplies from the elements? If not, are shipments packed for outdoor storage?
- Are materiel-handling equipment requirements provided?
- Is sufficient rigging materiel available for airdrop?

- Has the Army air clearance authority been advised of cargo tonnage projected for movement through the designated port?
- Is the Defense Automatic Addressing System aware of the communications routing identifier and DODAAC for processing direct requisitions and direct supply status?
- Has the staff addressed map distribution procedures?
- Are main supply routes (MSRs) described? What are their capabilities and limitations?
- What routes are available to support military operations?
- What are the characteristics and capabilities of the routes available to support military operations?
- What are the convoy restrictions?
- What are the dimensions of tunnels along the routes?
- What are the dimensions and classifications of bridges along the routes?
- What capability does the host nation have to repair damaged segments of routes?
- What engineer assets are available to maintain or upgrade routes?
- What chemical assets are available to upgrade routes and conduct nuclear, biological, and chemical (NBC) defense activities such as reconnaissance and decontamination?
- What segments of MSRs does the civilian population use extensively?
- What are the most likely routes fleeing refugees might use?
- What is the best source for additional information on the routes?
- What fixed ports are available to support military marine terminal operations?
- What are the characteristics and capabilities of the fixed ports?
- What types and quantities of materiel-handling equipment are available to support military marine terminal operations?
- How many berths and anchorages are available to support military marine terminal operations?
- What is the enemy's capability to interdict the ports?
- What port security measures are currently in use?
- What is the port's capability to handle containerized cargo and roll on/roll off cargo?
- What routes access the ports? Are there any special port clearance requirements?
- What inland waterways access the port?
- What is the current throughput capability of the port?
- What are the characteristics and capabilities of the port's warehouse facilities and storage area?

- What effects do weather and sea have on port operations?
- What contract civilian/HN marine terminal personnel and equipment assets are available to support military terminal operations?
- What is the current usage of the ports?
- What capability do government/local civilian contractors have to repair damage to port facilities?
- What airfields can be used? What are their capabilities?
- Have departure and arrival airfield control groups' requirements been satisfied?
- Are pre-rigged projects available for on-call delivery? Are call forward procedures specified?
- Is airdrop resupply capability provided commensurate with the expected requirement?
- What are the personnel and cargo reception capabilities of the airfield?
- What is the current usage of the airfield?
- What are the characteristics and capabilities of the roads that access the airfield?
- What contract civilian/HN personnel and equipment assets are available to assist in arrival/departure airfield control group operations?
- What airfield facilities are available for military use during operations?
- What impact does weather have on airfield operations?
- What engineer assets are available to upgrade and maintain airfields?
- Has the staff analyzed the affect of Air Mobility Command (AMC) airlift requirements on support operations?
- Has support been planned for U.S. Air Force (USAF) mobile aero-medical staging facilities?
- Has a coordinating headquarters been designated for all airlift support?
- Do retrograde procedures exist for excess and unserviceable items?
- Do retrograde procedures exist for contaminated items?
- Has the staff identified special Department of Agriculture cleaning requirements for retrograde equipment?
- Are communications for support operations provided in the communications planning?
- Has the host country cleared communications frequencies with the host country?
- Did the staff make arrangements for telephonic assistance (specialized and technical) after deployment?
- Are phone books for the country or local area available?
- Are automated logistics systems procedures properly addressed?

- Did the staff establish and prepare backup master files for shipment separate from the primary master files?
- Did the staff consider accessibility, geographical, terrain, and security requirements when selecting and preparing for automated equipment?
- Are maintainers, operators, and managers assigned and well trained?
- Are sufficient copies of user manuals on hand and current?
- Are repair parts on hand and up to required levels for computer hardware including generators and other subsystems?
- Have provisions been made for backup support for repair parts, hardware maintenance, and the receipt of software change packages and emergency change messages?
- Did the staff coordinate with the next higher supply support activity for catalog update, reconciliation schedule, and loading supported unit DODAACs?
- Did the staff work out the details for transmitting documents to higher echelons?
- Have appropriate parameter changes been made in the automated systems (for example, signal and overseas deployment codes)?
- Do customer units require training and are customer user manuals available for automated system support?
- What type of automated information technology (AIT) is being used?
- What type of AIT infrastructure needs to be established?
- What sites need to be surveyed for AIT tracking?

Annex D

Supply and Maintenance

CLASS I

- What ration cycles described in each phase?
- Are fresh eggs, fruits, vegetables, meats, juices, ultra-high temperature (UHT) milk, and canned soft drink supplements to meals, ready-to-eat (MREs), and T- and B-ration meals considered?
- Do local fresh fruits and vegetables meet U.S. standards?
- Has the command considered unitized operational rations for ease of handling and accountability? Has it developed a disposal plan for the large volume of waste products generated by unitized operational rations?
- Are cash meal payment procedures established?
- What is the method of distribution (unit distribution or supply point distribution)?
- Has the command considered bakery supplements to MREs, and T- and B-ration meals?
- Are veterinary personnel adequate for the subsistence support requirements?
- Are hospital rations addressed?
- Has the command addressed chill and freeze requirements for unit dining facilities and Class I supply points?
- Is a ration cycle proposed?
- Are EPW capture rates included in subsistence plans?
- Is EPW field feeding available?
- Do meals for EPWs and detainees satisfy their religious requirements?

CLASS VI

- Are deploying personnel provided guidance on personal demand items?
- Are ration sundry packs available?
- Is a tactical field exchange considered? If field exchange support is required:
- Has headquarters, AAFES (Plans), been notified?
- Have staffing, stock assortment, security, facility, transportation, and communications requirements for personal demand items been identified and coordinated?
- Has a check cashing policy been determined?

WATER

- Are water support requirements satisfied?
- What is the quality of local sources of water (fresh, brackish, or salty)?

- Is the source of local water systems surface or wells?
- What type of water purification equipment is required?
- Are chillers required?
- What is the water-planning factor in gallons per person per day?
- What is the water-planning factor in gallons per day for patient care/hospital operations?
- What are the treatment, storage, distribution, and cooling requirements? Can the deploying unit capability satisfy them?
- What are the well-drilling requirements? Are there any existing wells? What is the quality of water from existing wells?
- Are potable ice considerations covered? What is the requirement planning factor?
- Are containers available if water is airdropped?
- Is sufficient water available to conduct decontamination operations?

CLASS II, III(P), IV, AND VII

- Has the command addressed requirements for initial sustainment of personal clothing, organizational clothing & individual equipment (OCIE), and mission-essential consumables?
- Have provisions been made for replacement of damaged personal and chemical protective clothing, such as protective clothing, gloves, boots, etc?
- Has the command addresses any unique packaged petroleum product requirements?
- Does the plan specify decontamination and biological and chemical defense detection and identification supplies, especially those biological defense items that require refrigeration?
- Are there any items that require special consideration, such as—
 - Tentage or tentage repair kits?
 - Folding cots?
 - Insect bars with mosquito netting?
 - Banding materiel and tools?
 - Water purification chemicals and test kits?
 - Insect repellent and sun screen?
 - Field laundry or hospital laundry supplies?
 - Shower supplies?
 - Field feeding facility supplies (paper or plastic products)?
 - Trash disposal supplies?
 - Vector control equipment and supplies?
 - Latrine chemicals or supplies?

- Batteries?
- Cold weather clothing and equipment?
- EPW enclosures (tentage, barriers, and building materials for towers)
- Does the plan specify the equipment level for deploying units?
- Are equipment redistribution requirements specified?
- Are replacement actions for salvage equipment specified?
- Are special equipment requirements addressed?
- Is there a battery recycling program; does it meet applicable environmental standards?

CLASS III

- Is the command using the single fuel concept?
- Are gallons/day requirements established for each type product by location for each supported service and unit?
- Will contractors provide bulk fuels?
- Are accountable officer requirements addressed?
- What are the extant pipeline distribution systems, and what is their availability? What are the pipeline and storage capabilities?
- Are port facilities available?
- Are remote refueling sites required?
- Are interservice support billing and reimbursement procedures specified?
- Has the command specified petroleum quality surveillance procedures?
- Are required test kits on hand?
- Is there a petroleum laboratory available?
- Has the command addressed Army oil analysis program laboratories?
- Has the staff established quality assurance representative responsibilities?
- Are additives required for commercial fuels?
- Has the command considered jet fuel requirements for medical units?
- Are industrial gasses addressed?
- Are containers available if Class III is airdropped?
- What are the Class III modes available: line haul, rail, barge, and pipeline?
- Are fuel connectors compatible with host nation fuel transportation assets?
- Is fire protection equipment provided?
- Do operational plans address fuel spills and recycling efforts? Do they comply with applicable environmental standards?

CLASS V

- Has the command adequately addressed unit basic load deployment?
- Have explosive ordnance disposal (EOD) support procedures been addressed?
- What are the required and controlled supply rates?
- Are there special or unique requirements for flares, mines, or demolition items?
- Do the engineer plans address a request for site construction and improvement of ammunition storage facilities?
- Has the command reviewed and addressed use, storage, handling, shipping, security, recycling, disposal, and safety requirements?
- Are requirements identified by category of munitions (conventional, missile, chemical, or nuclear)?
- Are supporting rates of munitions addressed?
- Are special use storage, recycling, and disposal permits required?
- Are special permits needed? If so, are they provided?
- Have unit-configured loads been planned and considered?
- Are training ammunition requirements for reconstitution been addressed?
- Is fire protection equipment available?

CLASS IX

- Are prescribed load list (PLL) requirements specified?
- Are ASL requirements, including reparables, specified?
- Does the command address cannibalization procedures?
- Does it address requirements for special nonexpendable components?
- Can the general support (GS) base support the Class IX supply system?
- Is stockage of major assemblies addressed?
- Have special storage requirements been addressed for supplies such as dry batteries, classified repair parts, and high dollar pilferable items?

MAINTENANCE

- Does the plan describe how to provide unit, direct support (DS), and sustainment maintenance?
- Does it address aviation intermediate maintenance requirements?
- Is missile maintenance support available in the AO?
- Are special medical maintenance requirements addressed?
- Does the plan cover test, measurement, and diagnostic equipment repair and calibration?
- Does the plan specify procedures for the Army oil analysis program?

- Does the plan address equipment classification?
- Are repairable items covered?
- Are replacement items addressed?
- Is the evacuation of repairables addressed?
- How are repairs under warranty performed in the AO?
- Is contractor support integrated into the maintenance plan?
- If using a single fuel, is warranty void on new diesel power pieces of equipment?
- Have extreme weather aspects (heat, cold, humidity, dust, etc.) been considered?
- Do engineer plans identify and include site security and storage requirements?
- Have special power requirements for maintenance facilities been identified (voltage, phase, frequency, stability, and anticipated load)? Are transformers required?
- Are building suitability screening factors identified by type of maintenance facility (minimum height and width for doors, floor load-bearing requirements, environmental control necessities, etc.)?
- Is disposal of hazardous materiel such as lithium batteries and radioactive residue specified?
- Do hazardous materiel procedures meet applicable environmental standards?
- Are procedures for salvage collection, evacuation, and disposal covered?
- Has the command identified procedures for performing maintenance on contaminated equipment?
- Has it identified procedures for forwarding automated systems data to logistics support activity (LOGSA) (USAMC)?

Annex E

Medical Logistics

- Are procedures unique to medical supply described?
- Are resupply procedures established?
- Are mandatory parts list or PLL requirements specified?
- Does the command address authorized stockage list (ASL) objectives?
- Does it address reparable items and medical stand-by equipment program procedures?
- Are special medical equipment and supply requirements identified based on medical mission and the AO?
- Are special storage requirements satisfied?
- Is the disposal of salvage medical supplies addressed?
- What support is required for bio-hazard disposal and bio-warfare defense operations?
- Do procedures meet applicable environmental standards?
- Does the command identify medical oxygen requirements and establish resupply procedures?
- Is local purchase an option?

Annex F
Field Services

- Does the plan address laundry, shower, and clothing renovation requirements?
- Is mortuary affairs capability provided commensurate with the expected requirement?
- Are procedures for trash collection and disposal covered?
- Is delousing support required from medical personnel?
- Are Post Exchange services provided?
- Are food service support procedures covered?
- What are the provisions for local procurement or contracting of field services?

Annex G

Engineering

- Are unique requirements for construction or security materiel addressed?
- Is in-country procurement considered?
- Are contracted engineering services available?
- Have Army Class IV data sources been queried on preexisting databases or studies describing locally available construction materiel?
- Will the command deploy basic loads?
- Will the command deploy prescribed loads?
- Do non-engineer units have basic loads (of special engineer Class IV and V)? Will these be deployed?
- What materiel and lift assets are required to support construction of inland pipeline distribution systems (IPDS)?
- Is use of pre-positioned stocks permitted?
- What fire protection equipment is required? Available?

Annex H

Transportation

- Is there a requirement for the area-oriented depot or intermediate staging base (ISB) to arrange for special assignment airlift missions to expedite cargo distribution to the AO?
- Are the transportation support systems for direct support system and air lines of communication (ALOC) described?
- What are sea lines of communication (SLOC) requirements?
- What type and number of terminal transfer units are required (rail, highway, port, airfield)?
- Is a coastal line of communication required (Army freight ships, landing craft, lighterage)?
- Are there coastal restrictions?
- Is a logistics over-the-shore operation required?
- Has the command addresses materiel-handling equipment requirements?
- Are in-country highway, rail, air, and inland waterway mode requirements addressed?
- What ports are available? What is access to or from the ports? What special port clearance requirements apply?
- Are movement priorities provided?
- What is the potential weather impact on ports, airfields, and highway nets? (Consider all seasons.)
- What is the availability of Defense Intelligence Agency (DIA) data or analysis regarding the country or area transportation infrastructure?
- What are the transportation funding arrangements?
- Are transportation account code requirements specified?
- Are the sea port of debarkation (SPOD) and sea port of embarkation (SPOE), and aerial port of debarkation (APOD) and aerial port of embarkation (APOE) specified?
- Has the use of foreign flag sea or airlift been addressed?
- Are intratheater and intertheater movement systems for personnel and cargo specified?
- Are procedures for shipping supplies and equipment that arrive at home station after units have deployed addressed?
- Have medical evacuation requirements been included in the plan?
- Is refrigerated transportation required?
- What support does the host nation, allies, coalition partners, or other services provide?

- Has a joint movement center (JMC) been activated? How is it staffed? What is the impact on ARFOR and TSC staffs?
- Has the command specified movement requests and control procedures?
- Have area movement control teams (MCTs) been identified and established?

LOGISTICS-OVER-THE-SHORE

- What shorelines are conducive for logistics-over-the-shore (LOTS) operations?
- What types of roads access the shorelines?
- What types of railroads access the shorelines?
- What civilian contract or HN personnel and equipment assets are available to assist in LOTS operations?

INLAND WATERWAYS

- What inland waterways are available?
- What are the capabilities and limitations of the inland waterways?
- What inland terminals are along the waterways?
- What are the characteristics and capabilities of the inland terminals?
- What is the present usage of the inland waterways?
- What is the enemy's capability to interdict the inland waterways?
- What effect does the weather have on the inland waterways?
- How accessible are the inland waterways to roads and rail lines?

INTERCOASTAL SHIPPING

- What intercoastal shipping assets are available to support shipping bulk fuels, ammunition, and dry cargo?
- What intercoastal shipping routes are currently in use?
- What is the enemy's ability to interdict intercoastal shipping?

CONTAINERS

- What is the container policy?
- What civilian contract or HN personnel and equipment assets are available to assist intermodal operations?
- What is the capability of units and ports to handle container shipments?
- Can containers be used with carrier delivery direct to the supply support activity?
- Do containers meet applicable legal requirements respectively for hazardous or potable materiel?

RAIL

- What rail lines and other rail assets are available to support military operations (including medical evacuation)?
- What types of military equipment can the rail system and available rolling stock move? What types can it not move?
- What types of hazardous materiel can the rail system and available rolling stock move? What types can it not move?
- What is the condition of the rail lines? What are their schedules and capabilities?
- What is the gage of the tracks?
- What affect does the weather have on rail operations?
- Are loading ramps available at rail yards and terminals?
- What is the location and lifting capacity of railway cranes in the AO?
- What is the enemy's ability to interdict the rail lines?
- What capabilities do the government or local civilian contractors have to repair damaged track, bridges, and tunnels?
- What are the local labor considerations (e.g. labor laws, unions, holidays)?
- What are the characteristics and capabilities of the rail terminals and marshaling yard?
- What is the present level of usage of the rail lines?
- What is the description (model number, wheel arrangement, horsepower, weight, tractive effort, and type coupler) of typical line-haul locomotives and switch engines currently in service in the AO?
- What are the capacities, dimensions (length), and age of typical rolling stock currently in service in the AO?
- Is a track profile of the mainline indicating the location, percent, and length of ruling grade available?
- Is a plan showing location and length of minimum radius curves together with any sections of multiple main line track available?
- What are the location and length of passing tracks on the main line?
- What is the current level of traffic (trains per day) using the main line in the AO?
- What are the location, type, and capacity of rail yards in the AO?
- What are the number and length of track in each yard?
- What are the location, description (type, construction, length, clearances, and cooper rating), and condition of rail bridges and tunnels on the main line?
- What are the location, description, and condition of station facilities supporting the operation of the main line?
- What are the location, storage capacity, and condition of locomotive fueling facilities in the AO?

- What are the location, capacity, and condition of engine houses and car repair shop facilities in the AO?
- What are the locations and quality of water supply on the main line?
- What communications and signals are in use for train operations?
- What is the weight (pounds/yard) of main line rail?
- What is the predominant type of cross tie used in the AO?
- What are the locations and availability of spare parts for motive power and rolling stock?
- What type of wheel bearing is used on rolling stock?
- What is the maximum speed for a train?
- What is the maximum number of railcars in a train?

PORTS

- What is off-load capability?
- What is the stowage capability?
- What is the accessibility of the port?
- What is the most likely threat to port security?
- What are the local labor considerations (e.g. labor laws, unions, holidays)?
- What is the channel depth?
- What is the condition of the piers/docks?

Annex I

Financial Management

- What are the requirements for financial management support?
- What are the funding aspects of support operations?
- Have all requirements been costed?
- Has the command established an account processing code?
- Are local currencies authorized/desirable for financial transactions to support the contingency force?
- Has the command identified local currency acquisition points?
- Have paying agents been appointed to the servicing finance officer?
- Have contracting/ordering officers and impress fund cashiers received instructions concerning interface and coordination with the servicing finance unit or element?
- Have all soldiers completed preparation for overseas movement (POM) to include sure-pay?
- Have soldiers made provisions to support family members while deployed and for receiving information concerning impact of deployment on their pay?
- What is the source of funding for Class X supplies?
- Will the command use military payment certificates?
- Will there be restrictions on using U.S. currency?
- Is there a financial management (FM) annex to the CONPLAN/OPLAN/OPORD?
- Has the comptroller/FINCOM participated in the planning process?
- What FM support is provided in the AO, and what can be provided from home station?
- Has the command identified sources of funding?
- Is immediately deployed financial management support required to support initial contracting and other local procurement efforts.
- Have HNS/ assistance in kind (AIK)/Logistics Civil Augmentation Program (LOGCAP) availability and its assurance of support been considered and identified?
- Have contingency activity processing codes (APCs) been issued?
- Have logistics requirements been costed?
- Are systems in place to track costs, commitments, and obligations?
- Are reimbursing tracking mechanisms in place?
- Is the communications/automation transmitting and receiving capability in place?

Annex J

Contracting

- Are there adequate provisions in the plan for contracting support?
- Have an adequate number of contracting officers with the proper warrants been provided?
- Is finance support available to the contracting officer?
- Have individuals been trained/appointed for local procurement? Is local currency available?
- Has the command appointed and trained individuals as ordering officers?
- Has it appointed and trained individuals as contracting officer's representatives (CORs)?
- Has the command established local procurement procedures?
- Are linguists available to support contracting requirements?
- If Class X materiel is required, does the plan describe the source?
- Is legal support available to the contracting officer?
- What is the equipment availability (in-country)?
- What is the local labor force availability? (Consider affects of HN and U.S. labor law, unions, holidays, and other constraints on availability of labor.)
- What is the availability of local construction companies?
- What is the availability of construction materiel (rock, cement, batch plants, steel, etc.)?

Appendix B

TSC Plans and Orders

The theater support command's (TSC's) internal and support operations staffs, respectively, conduct two distinct planning processes that produce two major staff products. These are the service support order, or annex, for the Army forces (ARFOR), and the TSC's order for its internal operations. The ARFOR support order/annex may be produced in the TSC support operations section, and is authenticated by the ARFOR commander, or his designee, normally the ARFOR G3 or G4. The TSC G3 produces the TSC internal order and the TSC commander authenticates it. The ARFOR order will be found either in FM 5-0 (FM 101-5), or Annex D (CJCSM 3122.03) of the ARFOR operation order (OPORD)/operation plan (OPLAN), or it will be a separate service support plan accompanying the ARFOR commander OPORD.

A sample ARFOR-level order is found in Annex A of this appendix. This format is an amalgamation of joint and Army formats, and is provided as a guide only. The issuing headquarters determines the exact format to fit operational requirements.

In addition to the basic appendix, the TSC also produces necessary annexes to cover areas such as transportation, maneuver and mobility support, human resource management, and others as needed. These formats are available in the publications referenced above. A sample distribution annex is included at Annex B of this appendix. This type of annex is not included in other doctrinal publications. This may accompany or be used in lieu of the transportation appendix.

The principal difference between the ARFOR service support order and the TSC internal order is the precedence. The ARFOR support order/annex is the primary source of guidance for the content of the TSC order. The TSC internal order is always a complete order in itself with applicable annexes. The ARFOR support order/annex specifies support tasks for the ARFOR commander's major subordinate commands, to include the TSC and specialized commands. It will not normally task units within the TSC. This is the purpose of the TSC order. The TSC order tasks units assigned to the TSC to accomplish the requirements presented in the ARFOR service support order. (TSC staff officers become thoroughly familiar with the ARFOR's basic order.)

An example of the difference between the ARFOR service support order/annex and the TSC order is visible immediately in the "Commander's Intent" paragraph. If the ARFOR support order contains the ARFOR commander's intent (most formats do not require this), it restates the commander's intent, verbatim, from the basic order, or simply references the basic order. The TSC order always states the TSC commander's intent in terms of his specific vision for accomplishing the operational support mission.

Annex A
Sample ARFOR Service Support Order/Annex

(CLASSIFICATION)

HEADQUARTERS, (ARFOR)
(CITY), (COUNTRY)

DD MM YYYY

ANNEX D (SERVICE SUPPORT) TO (ARFOR) OPORD YY-NN (CODE NAME)()

(U)=(Classification: U/C/S)

() REFERENCES:

1. () GENERAL

a. () Commander's Intent: (From ARFOR OPORD).

b. () Concept of Services and Support. (The "phases" mirror the phases established in the basic OPORD, only expressing key support implications and activities at each phase.)

2. () Phasing

a. () Phase I, Deterrence (D-7 to D-Day). During Phase I...

b. () Phase II, Defend and Build Up (D-Day to D+59): During Phase II...

c. () Phase III, Counteroffensive (D+60, Universal Time, Coordinated [UTC]): During Phase III...

3. () ASSUMPTIONS (ALSO See Base Plan)

a. () Agreements reached between....

b. () Necessary overflight rights...

c. () Necessary basing rights...

4. () RESOURCE AVAILABILITY

a. () Shortages of Class V require....

b. () Intra-theater airlift is limited and....

5. () PLANNING FACTORS

(State the source and type of DOD and service planning factors consulted, as well as any non-standard factors that will be applied.)

6. () Other services' lead service support responsibilities (per JFC/JTF OPORD)

- a. The Naval component provides...
- b. The Air Force component provides...

7. ARFOR lead service support responsibilities

- a. Manage and coordinate water supply to all U.S. forces in the AO.
- b. Coordinate with Defense Fuel Supply Center (DFSC)-(applicable AOR) and the Ministry of Defense (MOD), (supported nation) for supply of bulk petroleum to U.S. forces. Execute petroleum accountability.
- c. Coordinate with AFFOR for fuel support at (named location).

8. Tasks to ARFOR subordinate support units

(These are specified service and support tasks to major subordinate commands of the ARFOR. They may address roles of specialized units, state critical “on order” or “be prepared” missions, and any other tasks that the commander determines are not implicit in the unit’s normal planning process. The ARFOR support order does not normally task subordinate elements of the TSC or other specialized commands, but only those major commands directly subordinate to the ARFOR.)

NAME

RANK (CG, ARFOR)

APPENDICES:

- 1 - Petroleum, Oils, and Lubricants
- 2 - Mortuary Affairs/Graves Registration
- 3 - Mobility/Transportation
- 4 - Water Support Operations
- 5 - Logistics Base Responsibilities
- 6 - Supply and services

OFFICIAL:

Colonel, GS
Assistant Chief of Staff, G4

Annex B

Distribution Annex or Appendix Template

The TSC distribution appendix is properly placed as an appendix to Annex I (Service Support) of the ARFOR OPORD/OPLAN. If the ARFOR commander publishes a separate service support plan, the distribution plan may be an annex to that document, or the distribution plan may be an annex/appendix to Annex L (Logistics) in the joint format. The ARFOR G4 and TSC support operations officer determine the placement of the distribution plan. The TSC deputy commander for support operations (DCSO) has primary responsibility for validating the distribution appendix. The plans and policy office of the TSC support operations section produces the document. The distribution appendix is produced for the ARFOR by the TSC because the TSC is the ARFOR proponent for theater distribution.

The TSC G3 produces the TSC OPORD/OPLAN. This plan explains how the TSC organizes and employs its units to support the ARFOR scheme of service support and the accompanying distribution plan. The TSC G4 produces the TSC service support annex to the TSC OPLAN or a separate, standing service support plan as directed the TSC chief of staff. This annex or plan explains how the TSC supports itself consistent with the TSC OPLAN.

The TSC chief of staff ensures that the TSC's coordinating staff (particularly the G3 and G4) and the support operations staff (particularly the plans and policy office and the distribution management center) work closely together to form consistent and supportable plans for theater distribution, TSC operations, and TSC internal support.

This appendix contains a suggested format for the distribution plan based on the formats published in Army and joint doctrine. Because the TSC functions at the operational level, the accepted format for plans and orders may come from either Army doctrine for organizations up to the corps level (FM 5-0 [FM 101-5]) or from joint guidance (Chairman of the Joint Chiefs of Staff Memorandum (CJCSM) 3122.03). The chief of staff of the issuing command determines the proper formats for the service support annex or the separate service support plan.

(CLASSIFICATION)

HEADQUARTERS, ___ TSC

(City, Country, or...)

(City, State 12345-6789)

Date-time group of signature

**APPENDIX 1 (distribution) TO ANNEX I (SERVICE SUPPORT)
TO OPOD NO. _____**

References:

Map Sheet

Physical Network Overlay

(Tab A) This overlay includes: road network infrastructure, MSRs and alternate supply routes (ASRs), bridges and tunnels and their capacity (weight, height, etc.), air ports of debarkation and intra-theater lift capability, sea ports of debarkation and in-land waterways, pipeline and resupply locations (fuel/water), terminals, usable factories, useful buildings, and railroad infrastructure. Use guidelines and graphics in FM 1-02 (FM 101-5-1) to develop the overlay.

Information Network Overlay

(Tab B) See the TSC G6 for input. This overlay shows the connectivity with ATAV, GTN, WPS, CAPS, legacy STAMIS, AIT, and GCSS-Army and TC-AIMS II, when available. Use guidelines in FM 1-02 (FM 101-5-1).

Distribution Matrix

(Tab C): Create a matrix showing the CAPACITY, methods of CONTROL, and means of VISIBILITY at each node and leg of the distribution system. Ensure that this matrix looks backward to the strategic-level provider and forward to the supported units. (See paragraph 3b below.) Index the entries on the matrix to the graphics on the physical and information network overlays.

Tactical C2 and Support Relationship Matrix

(Tab D) Create a matrix of combat and related combat support and CSS units in theater down to brigade level showing the support relationship. Include any other organization/elements receiving support from or providing support to ARFOR. Use the support functions discussed in FM 4-0 (FM 100-10) to show how the distribution system supports down to the tactical level. Index the entries on the matrix to the graphics on the physical and information network overlays.

Time Zone Used Throughout the Appendix/Annex:

1. SITUATION

a. Enemy Forces.

See Annex B (Intelligence) or the intelligence estimate and the analysis of the AO. Extract, process, and template the information pertinent to the distribution system.

(1) **Terrain.** Discuss the principal effects and implications of terrain on distribution in the theater. For example, discuss how mountain ranges, bodies of water, deserts, or other topographical conditions affect time-distance factors of distribution given the movement, storage, and informational assets available.

(2) **Weather.** List specific effects of the expected weather patterns on the distribution system. For example, estimate the extent to which extreme heat, extreme cold, or excessive precipitation may enhance or degrade the distribution system.

(3) **Enemy capabilities.** Discuss, in terms of their likely courses of action, those known enemy capabilities that can specifically affect the most vulnerable parts of the distribution system, both physical and informational. For example, do SOF/partisan presence, NBC weapons/hazards, theater ballistic missile threats, or information warfare threats pose the greatest threat to distribution in the theater as a whole?

b. Friendly Forces.

(1) **Higher headquarters.** State the mission of the ARFOR and/or the mission of the supported joint force as applicable. Consult the ARFOR OPORD Annex I (Service Support) and the supported JFC OPORD, in particular Annex D (Logistics Estimate) and Appendix 4 (Planning Guidance—Mobility and Transportation).

(2) **Joint/multinational boards, bureaus, and centers.** Specify the command and staff relationships of the TSC support operations distribution function with JFC-level boards, bureaus, and centers. Address the interface with the joint/multinational movement center/transportation board. Address other boards and centers as they affect distribution.

(3) **Strategic support organizations.** State the specific missions being performed by, and C2 relationship with, key strategic agencies that interface with the TSC. Examples include—

(a) **Defense Logistics Agency (DLA).** Include the DLA contingency support team (DCST).

(b) **USTRANSCOM.** Include the role of Military Traffic Management Command (MTMC) and Air Mobility Command.

(c) **U.S. Army Materiel Command (USAMC).** Include the role of the logistics support element (LSE).

(d) **Defense Finance and Accounting Service (DFAS).** Include the role of the DFAS and its interface with the finance command.

(e) **Others as necessary, to include contractors.**

c. Attachments and Detachments. Refer to Annex A (Task Organization). Describe in detail, the command relationship with the specialized commands (ENCOM, MEDCOM, PERSCOM, FINCOM, TRANSCOM). List the specific conditions implied by such terms such as “attached” and “OPCON.” State exactly what responsibilities, if any, the TSC commander has for the operational mission of each specialized area.

2. MISSION

State the overall distribution management mission in terms of task and purpose. For example, the 110th TSC, through its support operations section, orchestrates the onward movement of the VII (U.S.) Corps from ports of debarkation to the tactical assembly area (TAA) vicinity AB1234 in order to provide a combat ready corps to the ARFOR commander NLT 120300Z0CT00.

3. EXECUTION

INTENT: Repeat the ARFOR commander intent from paragraph 3 of the basic ARFOR OPORD and the TSC commander's intent from paragraph 3 of the TSC OPORD.

a. Scheme of Distribution. Refer to Tab A (Physical Network Overlay). Explain how the scheme of distribution supports the ARFOR commander's and TSC commander's intents in terms of the main effort/means for distribution in support of the force. For example, if the TSC commander stated his intent to move the corps along a particular axis, by certain means, in order to support the ARFOR commander's intent, then the TSC support operations officer may frame the scheme of distribution as follows:

Distribution managers will give priority of force tracking to monitoring the flow of VII (U.S.) Corps troops, materiel, and sustainment along MSR BEAR (Rail), MSR CAT (Road), MSR FISH (River), and Air Corridor EAGLE. Distribution managers will ensure that these routes are being used at or above 85 percent capacity at all times until the ARFOR commander confirms the corps' closure at TAA INDIA. Secondary effort will be to receive and stage the 52d Infantry Division for subsequent movement to the TAA BRAVO. Be prepared to move advance elements of the 52d Division, on order, to TAA BRAVO simultaneously with the movement of VII (U.S.) Corps if enemy COA 2 appears likely.

b. Force Generation. Specify the priority, location, time sensitivity, and purpose of friendly force capabilities that are required in the AO. These can be expressed in terms of the operating systems or combat capabilities necessary to attack or defend by a given time. (Use the terms that best follow the intent statements of the ARFOR commander and TSC commander, respectively.) Focus on the capability of the operational force rather than on the support apparatus. (The TSC G3 has responsibility for monitoring infrastructure and TSC force structure to ensure they meet the requirements of the operation.)

Describe the CAPACITY, the CONTROL measures, and the means by which VISIBILITY is maintained for resources en route on MSRs, ASRs, air corridors, and sea lanes at each of the following points (refer to Tab C [Distribution Matrix]):

- Reception ports, port support activities, and port management.
- Marshaling areas.
- Staging base(s).
- Assembly areas.

c. Force Sustainment. Specify the concept for distribution operations to support the force once it is closed. Include the following considerations (refer to the matrix at Tab D):

- Pre-positioned stocks.
- ALOC.
- SEALOC.
- Time-definite delivery schedules.
- Mechanisms to maximize throughput.

- Distribution terminal(s).
- Retrograde considerations.

d. Coordinating Instructions.

(1) **Friendly force information requirements (FFIR).** Clearly state the FFIR, which are items of information that allow the commander and staff to determine the capabilities of his forces. The distribution management system, at every level, exists primarily to provide this type of visibility to the commander. These are the items of information that each distribution manager actively seeks, processes, and transmits to the commander with high priority in time to speed and enhance the friendly forces decision cycle. Examples of FFIR may include, but are not limited to—

- Any point in the TPFDD when the known requirements for RSO&I exceed the known capacity of any part of the distribution system, and by how much at a given place and time.
- When elements of particular combat or combat support units arrive or begin to move.
- How the maximum-on-ground (MOG) capacity of an APOD affects the distribution scheme, and what alternatives or work-arounds exist.
- The effect on distribution of insufficient lighterage needed to open an SPOD or increase usage of inland waterways and the alternative solutions.
- The effect on distribution of bottlenecks or attacks on MSR or APOD/SPODs, and whether additional engineer and/or chemical work, or opening an alternate route could best solve the problem.
- The effect on distribution of the relative capacities of roads, bridges, tunnels, or railways.

(2) **Essential elements of friendly information (EEFI).** List those troop/materiel movements and items of information passing through the distribution system that must be kept from the enemy. Keep in mind that if the enemy can read the distribution pattern, he can detect and counter the commander's plan. Work with the G2 to develop security procedures and counter-measures consistent with the overall OPLAN.

(3) **Tasks to control centers.**

(a) **Movement control agency (MCA).** Specify any significant tasks for the MCA that require emphasis, or that the order does not state or imply elsewhere.

(b) **Materiel management center (MMC).** Specify any significant tasks for the MMC that require emphasis, or that the order does not state or imply elsewhere.

(c) **Medical logistical management center (MLMC).** Specify any significant tasks to the MLMC that require emphasis, or that the order does not state or imply elsewhere.

(4) **Military police (supporting unit) tasks.** State the key tasks the MPs perform to support traffic management, security, and enemy prisoners of war (EPWs) operations as they affect the distribution system.

(5) **Rear operations center (ROC) coordination.** List the priority installations, systems, and routes for focused security attention. Focus on just those points in the distribution system that, if compromised, will jeopardize the execution of the ARFOR mission.

(6) **Civil affairs (supporting unit) coordination.** State any critical requirements for clearance/permission to use host nation facilities and infrastructure that significantly affect distribution operations. Specify any requirement for command interface with local government and or police/military to augment route or installation security. If any civil-military or humanitarian support operations are known or anticipated, discuss those here. Identify religious/civil holidays and laws that directly affect host nation support and movement conditions.

(7) **Host nation support directorate role.** Identify any materiel and facility requirements that will come from non-military sources.

(8) **Contracting directorate role.** Identify the principal assistant responsible for contracting (PARC) and headquarters to which he belongs (the ARFOR/ASCC). State the role of contracting in terms of the support capabilities that will be procured via contract and how these capabilities will support theater distribution. Identify operating locations for contracting officers.

(9) **Chemical unit (supporting unit) tasks.** State the key tasks chemical units perform to support NBC detection and identification and decontamination operations as they affect the distribution system.

(10) **Other.** Identify other coordinating instructions as necessary.

e. **Civilian Considerations.** Assess the affect of civilians on distribution. Include considerations for: non-combatant evacuation operations (NEO), dislocated civilians (DCs), enemy prisoners of war (EPWs), and non-governmental organizations (NGOs), as well as contractor effects.

4. SERVICE SUPPORT

a. **Supply.** Indicate which items by class of supply, in what quantities, and at what locations are most critical to the distribution system. Focus on those items that directly support the operational mission rather than what the TSC itself may need or consume. (The TSC G4 plans and coordinates internal support for the TSC.) The distribution manager is interested in potential incidents (time and place) where a lack of supplies will become war-stoppers that jeopardize the ARFOR mission. Two examples are—

(1) **Class IIIB.** The plan may have to indicate that (so many gallons) of a type of fuel are needed at (this point) at (this time) for (this unit) in order to conduct operations as directed in the ARFOR commander/TSC commander's order.

(2) **Class VII.** The plan may have to indicate that MHE (of a certain type) is required at (these APODs/SPODs) at (this time) in order to receive and off-load (this equipment) to meet the commander's distribution objectives for the operational units.

b. **Transportation.** Cover highway regulations; host nation infrastructure; coordination among the TSC MCA, MCBs, transportation planners, and operators; and how transportation relates to executing the commander's priorities for force generation and sustainment. (Refer to the Traffic Circulation and Control Appendix of the Service Support Annex. This is produced by the MCA and includes a tabbed section with a traffic circulation overlay (done by the MPs), a tabbed section with a road movement table, and a tabbed section with highway regulations.)

c. Field Services. Include a description of how the plan to provide field services affects the distribution system. Include such items as—

- (1) Location of mortuary affairs collection points and processing facilities.
- (2) Locations and capabilities of field services facilities, such as shower points, water purification sites, etc.

d. Maintenance and Evacuation. Prioritize the retrograde movement and allocation of repair parts and maintenance man-hours among the supported units.

e. Medical Evacuation. State the locations and capabilities of—

- Hospitals.
- Medical treatment facilities.
- Preventive medicine facilities.
- Casualty evacuation operations.

f. Human Resources Support. Describe the aspects of human resources support that rely on or affect the distribution system, such as the flow of replacements into and within the theater and the location of postal facilities and the flow of mail.

g. Religious Support. Describe the religious support plan for area and unit coverage; coordination for supplies; denominational coverage; significant holy days during the operation; unit coverage issues during each phase of the operation; and any other coordination information to implement religious coverage.

5. COMMAND AND SIGNAL

a. Command.

(1) **Chain of command.** (Refer to the ARFOR and TSC OPORDs listing for chain of command.)

(2) **Distribution channels.** Identify the distribution managers at each echelon down to the support operations officers at brigade level.

b. **Signal.** (Refer to Tab B) Work with the CSS AMO to develop the communications and automation infrastructure. Show the connectivity with ATAV, GTN, WPS, CAPS, legacy STAMIS , AIT, and GCSS-Army and TC-AIMS II on fielding and availability. The TSC distribution manager's concern here extends through the depth of the theater for purposes of visibility. Therefore, he has to work with not only the TSC CSS AMO, but also the G6 of the ARFOR and the supported corps to ensure comprehensive visibility throughout the theater.

ACKNOWLEDGE:

NAME

RANK (TSC DCG, Support Operations)

DISTRIBUTION:

Glossary

A/DACG	arrival/departure airfield control group
AA	assembly area
AADC	area air defense commander
AAFES	Army and Air Force Exchange Service
ABCS	Army Battle Command System
AC	active component
ACA	airspace control authority
ACEM	area contingency engineering manager
ACofS	Assistant Chief of Staff
ACP	air control plan
ACSA	acquisition and cross-servicing agreement
ACUS	Area Common User System
ADA	air defense artillery
ADC	area damage control
ADDS	aerial delivery dispensing system
Admin	administrat(ion)(ive)
AFATDS	Advanced Field Artillery Tactical Data System
AFFOR	Air Force forces
AG	adjutant general
AIK	assistance in kind
AIS	automated and information system
AIT	automated information technology
AJP	allied joint publication
ALOC	air lines of communication
ALP	allied logistic publication
AM	amplitude modulation
AMC	Air Mobility Command
AMCO	aviation maintenance company
ammo	ammunition
AO	area of operations
AOR	area of responsibility
APC	activity processing code
APOD	aerial port of debarkation

APOE	aerial port of embarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARFOR	Army forces
Army forces (ARFOR)	The Army forces headquarters and/or forces provided by the Army service component to the joint force commander for the conduct of joint operations.
Army service component command (ASCC) commander	Serves as the principal advisor to the commander in chief for supporting and employing Army forces (ARFOR) in theater and forces outside the theater tasked to support theater operations. His command consists of those Army individuals, units, detachments, organizations, and installations. He is responsible for all command aspects of the ARFOR, to include logistics, within the unified command.
ASA[FM&C]	Assistant Secretary of the Army for Financial Management and Comptroller
ASAS	All-Source Analysis System
ASB	area support battalion
ASCC	Army service component command/commander
ASG	area support group
ASL	authorized stockage list
ASP	ammunition supply point
ASR	alternate supply route
AST	area support team
ATAV	Army total asset visibility
ATCCS	Army Tactical Command and Control System
ATP	ammunition transfer point
AUTL	Army universal task list
AUTOCAP	Automation of the Casualty Analysis Process
AUTOREP	Automation of the Theater Shelf Requisitioning Process
AVIM	aviation intermediate maintenance
AVN	aviation
AVUM	aviation unit maintenance
AWRDS	Army War Reserve Deployment System
BB&C	boards, bureaus, and centers
BCC	battlefield circulation and control

BCOC	base cluster operations center
BDA	battle damage assessment
BDOC	base defense operations center
BFA	battlefield functional area
BFACS	Battlefield Functional Area Control System
BIS	battlefield information system
BSB	base support battalion; brigade support battalion
C2	command and control
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
CA	civil affairs
CAPS	Consolidated Aerial Port System
CAS	close air support
CASCOM	Combined Arms Support Command
cbt	combat
CCIR	commander's critical information requirements
CDE	chemical defense equipment
cdr	commander
C-E	communications-electronics
CFLCC	combined force land component command
chem	chemical
CG	commanding general
CHS	combat health support
CI	counter-intelligence
CJCSM	Chairman of the Joint Chiefs of Staff Memorandum
cl	class
CLT	corps liaison team
cmd	command
CMO	civil-military operations
CMOC	civil military operations center
CN	contributing nations
co	company
COA	course of action

COCOM	geographic combatant command
COE	common operating environment; centers of excellence
CofS	chief of staff
COMMZ	communications zone
Combat zone (CZ)	(1) The area required by combat forces for the conduct of operations. (2) The territory forward of the Army rear area boundary. (NATO) – It is divided into: a. the forward combat zone, comprising the territory forward of the corps rear boundary; and b. the rear combat zone, usually comprising the territory between the corps rear boundary and the army group rear boundary. (See also communications zone (COMMZ). See FM 3-0 and FM 3-100 (FM 100-7).)
Combatant command	A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense, and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.
Communications zone (COMMZ)	Rear part of theater of operations (behind but continuous to the combat zone) that contains the lines of communications, establishments for supply and evacuation, and other agencies for the immediate support and maintenance of the field forces.
Comp	composite
COMSEC	communications security
cons	construction
CONUS	continental United States
coord	coordination
COR	contracting officer's representative
COSCOM	corps support command
CP	command post
CRC	CONUS replacement center
CREST	contingency real estate support team
CS	combat support
CSC	combat stress control
CSG	command support group
CSM	command sergeant major
CSS	combat service support

CSSAMO	combat service support automation management office
CSSCS	Combat Service Support Control System
CTC	cargo transfer company
CUL	common-user logistics
CULT	common-user logistics transport
CZ	combat zone
DA	Department of the Army
DAAS	Defense Automatic Addressing System
DACG	departure airfield control group
DAMMS-R	Department of the Army Movement Management System-Redesign
DC	dislocated civilian
DCA	defensive counter-air
DCEM	district contingency engineering manager
DCG	deputy commanding general
DCMA	Defense Contract Management Agency
DCSO	deputy commander for support operations
DCSRM	deputy chief of staff of resource management
DCST	DLA contingency support team
decon	decontamination
DEL	deployment equipment list
dent	dental
DESC	Defense Energy Support Center
det	detachment
DFAS	Defense Finance and Accounting Service
DFBS	Defense Finance Battlefield System
DFSC	Defense Fuel Supply Center
DIA	Defense Intelligence Agency
DII	defense information infrastructure
DISCOM	division support command
dist	distribution
div	division
DLA	Defense Logistics Agency
DMC	distribution management center

DMLSS	Defense Medical Logistics Standard Support
DNVT	digital non-secure voice terminal
DOD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DPSC	Defense Personnel Support Center
DRMO	Defense Reutilization and Marketing Organization
DRMS	Defense Reutilization and Marketing Service
DS	direct support
DSB	division support battalion
DSS	direct support system
DSU	direct support unit
DTS	Defense Transportation System
DZ	drop zone
EAC	echelons above corps
EAD	echelons above division
Early entry module (EEM)	The EEM is an austere element of a command, or other organization, that deploys early in a force-projection operation to provide a C2, or specialized capability, which at a minimum is able to assess the situation, make decisions, and conduct initial operations.
EEFI	essential elements of friendly information
EEM	early entry module
elec	electronics
Elements of national power	The political, economic, informational, military, and other means stated in the national security strategy that are available to the NCA for employment in the pursuit of national security objectives.
ENCOM	engineer command
eng	engineer
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
evac	evacuation
EW	electronic warfare

FAADC3I	Forward Area Air Defense Command, Control, Communications and Intelligence System
FBCB2	Force XXI Battle Command Brigade and Below
FFIR	friendly force information requirement
fin	finance
FINCOM	finance command
FLOWCAP	Flow Computer Assisted Program
FM	frequency modulation, field manual, financial management
FOIA	Freedom of Information Act
Force projection	The systematic movement of military forces from CONUS or an economy of force theater in response to requirements for military operations in a theater focus. Force projection operations extend from mobilization and deployment of forces, to redeployment to CONUS or home theater, to subsequent demobilization. Force projection includes the following eight stages: mobilization; predeployment; deployment; entry operations; decisive operations; post-conflict operations; redeployment and reconstitution; and demobilization.
Force protection	Security program designed to protect service members, civilian employees, family members, facilities, and equipment, in all locations and situations, accomplished through planned and integrated application of combating terrorism, physical security, operations security, personal protective services, and supported by intelligence, counterintelligence, and other security programs.
FS	fire support
FSB	forward support battalion
FSCM	fire support coordination measure
FSO	fire support officer
FSOP	field standard operating procedures
FSSG	force service support group
fwd	forward
G1	Assistant Chief of Staff, Personnel
G2	Assistant Chief of Staff, Intelligence
G3	Assistant Chief of Staff, Operations
G4	Assistant Chief of Staff, Logistics
G5	Assistant Chief of Staff, Civil Affairs
G6	Assistant Chief of Staff, Communications
GAO	General Accounting Office

GCCS	Global Command and Control System
GCCS-A	Global Command and Control System—Army
GCSS	Global Combat Support System
GCSS-Army	Global Combat Support System—Army
gp	group
GPS	Global Positioning System
grd	ground
GS	general support
GS-R	general support—reinforcing
GSU	general support unit
GTN	Global Transportation Network
HAZMAT	hazardous materiel
HCA	head of contracting activity
HET	heavy-equipment transporter
HF	high frequency
HHC	headquarters and headquarters company
HHD	headquarters and headquarters detachment
HN	host nation
HNS	host nation support
HQ	headquarters
HTD	highway traffic division
hvy	heavy
IA	information assurance
IASSO	information assurance systems security office
IAW	in accordance with
IED	improvised explosive device
IG	Inspector General
ILAP	Integrated Logistics Analysis Program
IM	information management
IMCOORD	information manager coordinator
INFOSYS	information systems

Instruments of National Security Policy	The means available to implement or support the elements of national power as stated in national security policy. Diplomacy supports political power, embargoes support economic power, psychological warfare supports informational power, and armed forces support military power.
IPB	intelligence preparation of the battlefield
IPDS	inland pipeline distribution system
I/R	internment and resettlement
IR	information requirements
IRACO	Internal Review and Audit Compliance Office
ISB	intermediate staging base
ISO	International Standards Organization
ISSO	information services support office
ISYSCON	information system control
IT	information technology
ITO	installation transportation officer
ITV	in-transit visibility
J-2	intelligence directorate
JAGC	Judge Advocate General Corps
JCMEB	joint civil-military engineering board
JCS	Joint Chiefs of Staff
JFACC	joint forces air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFRG	joint force requirement generator
JFUB	joint facilities utilization board
JIC	joint intelligence center
JISE	joint intelligence support element
JLOTS	joint logistics over the shore
JMC	joint movement center
JOA	joint operations area
Joint force commander (JFC)	A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority or operational control) over a joint force.
JOPES	Joint Operations Planning and Execution System

JP	joint publication
JRA	joint rear area
JRAC	joint rear area coordinator
JRTOC	joint rear tactical operations center
JTAV	joint total asset visibility
JTB	joint transportation board
JTF	joint task force
JTTP	joint tactics techniques and procedures
LAN	local area network
LAP	logistics assistance program
LIWA	land information warfare activity
LNO	liaison officer
LOC	lines of communication
log	logistics
LOGCAP	Logistics Civil Augmentation Program
LOGSA	logistics support activity
LOTS	logistics over the shore
LPT	logistics preparation of the theater
LRU	line replacement unit
LSE	logistics support element
lt	light
LZ	landing zone
MA	mortuary affairs
maint	maintenance
MARFOR	Marine forces
Marshaling area	A marshaling area is the geographic location where a unit assembles, holds, and organizes supplies and equipment for onward movement.
mat	materiel
MC	movement control
MCA	movement control agency
MCB	movement control battalion
MCRP	Marine Corps Reference Publication
MCS	Maneuver Control System

MCT	movement control team
MDMP	military decision making process
med	medical
MEDCOM	medical command
MEDEVAC	medical evacuation
MEDLOG	medical logistic
METL	mission essential task list
METT-TC	mission, enemy, terrain, troops, time available, and civilian considerations
mgt	management
MHE	materiel handling equipment
MILU	multinational integrated logistics unit
MJLC	multinational joint logistics center
MLC	marine logistics command
MLMC	medical logistics management center
MMC	materiel management center
MMS	maneuver and mobility support
mnt	maintenance
MOD	ministry of defense
MOG	maximum on ground
MOS	military occupational specialty
MP	military police
MRE	meal, ready to eat
MRO	materiel release order
MSB	main support battalion
MSC	Military Sealift Command; major subordinate command
MSE	mobile subscriber equipment
msl	missile
MSR	main supply route
MSRT	mobile subscriber radio-telephone
MTMC	Military Traffic Management Command
MTS	Movement Tracking System
MTW	major theater war
mun	munitions

mvt	movement
MWR	morale, welfare, and recreation
NATO	North Atlantic Treaty Organization
NAVFOR	Navy forces
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCC	naval component commander
NCO	noncommissioned officer
NCODP	noncommissioned officer development program
NCW	Naval coastal warfare
NCWC	Naval coastal warfare commander
NEO	non-combatant evacuation operation
NETOPS	network operations
NGO	non-governmental organization
NICP	national inventory control point
NIPR	non-secure Internet protocol
non-div	non-divisional
NRP	non-unit replacement personnel
NSE	national support element
NSN	national stock number
OCIE	organizational clothing and individual equipment
OCONUS	outside continental United States
off	officer
OGA	other government agency
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPP	off-load preparation party
ops	operations
OPSEC	operations security
OPTEMPO	operational tempo
ord	ordnance
P & P	plans and policy

pam	pamphlet
PAO	public affairs officer
PARC	principal assistant responsible for contracting
pax	passengers
PBO	property book officer
PCB	printed circuit board
PDR	personnel deployment roster
pers	personnel
PERSCOM	Personnel Command
PET	port expediter team
petrl	petroleum
PLL	prescribed load list
PLS	palletized loading system
PM	provost marshal, preventive medicine
PMO	provost marshal office
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
POM	program objective memorandum, preparation for overseas movement
Power projection	The ability of a nation to apply all or some of its elements of national power—political, economic, informational, or military—to respond to crisis, to contribute to deterrence, and to enhance regional stability. Power projection is accomplished using instruments of National Security Policy.
PROFIS	Professional Officer Filler Systems
PSA	port support activity
purif	purification
QM	quartermaster
QSTAG	Quadripartite Standardization Agreement
RAA	redeployment assembly area
read	readiness
recon	reconnaissance
repl	replacement
res	reserves

RF	radio frequency
RI	relevant information
RM	resource management
ROC	rear operations center
RPMA	real property maintenance activities
RSI&O	reception, staging, integration, and onward movement
RSN	role specialist nation
RSO	reception, staging, and onward movement
RSO&I	reception, staging, onward movement, and integration
RX	reparable exchange
S&S	supply and service
SAAS-MOD	Standard Army Ammunition System-Modernized
SAMS	Standard Army Maintenance System
SAR	satellite access request
SARRS-O	Standard Army Retail Supply System-Objective
SARSS	Standard Army Retail Supply System
SBCT	Stryker brigade combat team
SEALOC	sea lines of communication
SEN	small extension node
SGS	secretary of the general staff
SIDPERS	Standard Installation/Division Personnel System
SIPR	secure Internet protocol
SITREPS	situation reports
SJA	staff judge advocate
SLOC	sea lines of communication
SLRP	survey, liaison, reconnaissance party
SOF	special operations forces
SOO	support operations officer
SOP	standing operating procedure
SPBS-R	Standard Property Book System-Redesign
SPOD	sea port of debarkation
SPOE	sea port of embarkation
spt	support

SR	supply route
SSA	supply support activity
SSC	smaller scale contingency
SST	single subscriber terminals
Staging area	1. Amphibious or airborne—a general locality between the mounting area and the objective of an amphibious or airborne expedition, through which the expedition or parts thereof pass after mounting, for refueling, regrouping of ships, and/or exercise, inspection and redistribution of troops. 2. Other movements—a general locality established for the concentration of troop units and transient personnel between movements over the lines of communications.
STAMIS	Standard Army Management Information Systems
STANAG	standardization agreement
stat	status
STT	sergeant's time training
sup	supply
svc	service
svcs	services
sys	system
TAA	tactical assembly area
TAADS	The Army Authorization Documents System
TACON	tactical control
TACSAT	tactical satellite communications
Tactical assembly area	A tactical assembly area is a location where a unit is integrated into the force and becomes available for operational assignments.
TALCE	tanker airlift control element
TAMMIS	The Army Medical Management Information System
TAV	total asset visibility
TC-AIMS II	Transportation Coordinators' Automated Information for Movement System II
TCE	transportation command elements
TCF	tactical combat force
TCN	transportation control number
TCP	traffic control post
TDA	table of distribution and allowance

TFOM	theater force opening modules
TFOP	theater force opening package
Theater force opening package (TFOP)	The TFOP is a modularly configured, early entry, multifunctional support task force comprised of specialized CSS and related CS modules called theater force opening modules (TFOMs). The mission of the TFOP is to deploy early to a force projection theater and conduct the initial reception, staging, onward movement, and sustainment of Army forces and other forces as designated by the ASCC/ARFOR commander.
TJAG	The Judge Advocate General
tm	team
TMDE	test, measurement, and diagnostic equipment
TMMMC	theater medical materiel management center
TMO	traffic management office
TO	theater of operations
TOC	tactical operations center
TOE	table of organization and equipment
TPFDD	time-phased force and deployment data
trans	transportation
TRANSCOM	Transportation Command
TRITAC	Tri-service Tactical Communications
TSB	theater staging base
TSC	theater support command
TTP	tactics, techniques, and procedures
UBL	unit basic load
UHT	ultra-high temperature
UIC	unit identification code
UJTL	Universal Joint Task List
ULC	unit level computer
ULLS	unit level logistics system
ULN	unit line number
UMO	unit movement officer
UMT	unit ministry team
U.S.	United States
USACASCOM	U.S. Army Combined Arms Support Command

USACE	U.S. Army Corps of Engineers
USAF	U.S. Air Force
USAMC	United States Army Materiel Command
USAMMA	U.S. Army Medical Materiel Agency
U.S.C.	U.S. Code
USCG	U.S. Coast Guard
USFK	U.S. Forces, Korea
USPFO	U.S. Property and Fiscal Office
USTRANSCOM	U.S. Transportation Command
UTC	universal time, coordinated
UXO	unexploded ordnance
vet	veterinary
VTC	video teleconference
WPS	Worldwide Port System
wtr	water

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By order of the Secretary of the Army:

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General, United States Army
Chief of Staff

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