

CHAPTER 1

ORGANIZATION OF THE THEATER

Section I. Theater Organization and Structure

The petroleum pipeline and terminal operating battalion is part of the CSS function of the theater of operations. The unit is assigned or attached within the theater as the operational situation permits. This chapter describes the theater organization and structure and the role of petroleum logistics in the theater.

THEATER ORGANIZATION

A theater is a large geographical area outside the continental United States that has one overall commander. The theater concept requires an organization that can be tailored for any size operation. The organization must be flexible enough for a diversified mission. The UCP establishes criteria for a unified theater based on national security strategy, national military strategy, geography, and history. Unity of effort requires that one responsible commander focus resources toward obtaining defined goals.

Chain of Command

The chain of command is prescribed by the Goldwater-Nichols Reorganization Act of 1986. The NCA exercises authority and control of the armed forces through a chain of command with two branches. The first branch flows from the President to the Secretary of Defense to the combatant commanders for missions and forces assigned to their commands. The second flows from the NCA to the secretaries of military departments to the chiefs of the service forces for execution of service functions. Commanders of the NCA are responsible to the NCA for the preparedness of their commands and execution of assigned missions. ASCC, assigned to the COCOMs, are responsible for preparing, maintaining, training, equipping, administering, and supporting Army forces assigned to the unified and specified commands. The Chairman JSC is placed within the chain of command to communicate the NCA's direction. Figure 1-1, page 1-2 displays the chain of command.

Command Authorities

Commanders in the chain of command exercise authority as prescribed by law or a superior commander. Commanders of US military forces use various levels of authority, which are described as command relationships and various other authorities. There are four command relationships: COCOM, OPCON, TACON, and support. The other levels of authority are coordinating authority, ADCON, and DIRLAUTH.

THEATER STRUCTURE

A theater is a geographical area OCONUS for which a commander of a unified command has been assigned military responsibility. It may be viewed from the strategic context as the level of international military cooperation required or the degree of necessary dedicated US military resources. These perspectives may influence how the Army conducts operations in each theater. Though theaters may involve unilateral US operations, US forces may also act with other nations in multinational operations, as in Operations Desert Shield and Desert Storm.

Types of Theaters

Theaters are often described as maritime, continental, or littoral based on their dominant geographic and strategic characteristics. This description influences the predominant type of military forces used, the strategic missions assigned, and the strategic and operational objectives pursued in the theater. Continental theaters primarily involve control of land and associated airspace. Maritime theaters focus on ensuring control of the sea and associated airspace. A littoral theater is set up on a shore or coastal region where major actions between land, air, and sea operations are combined and must be synchronized.

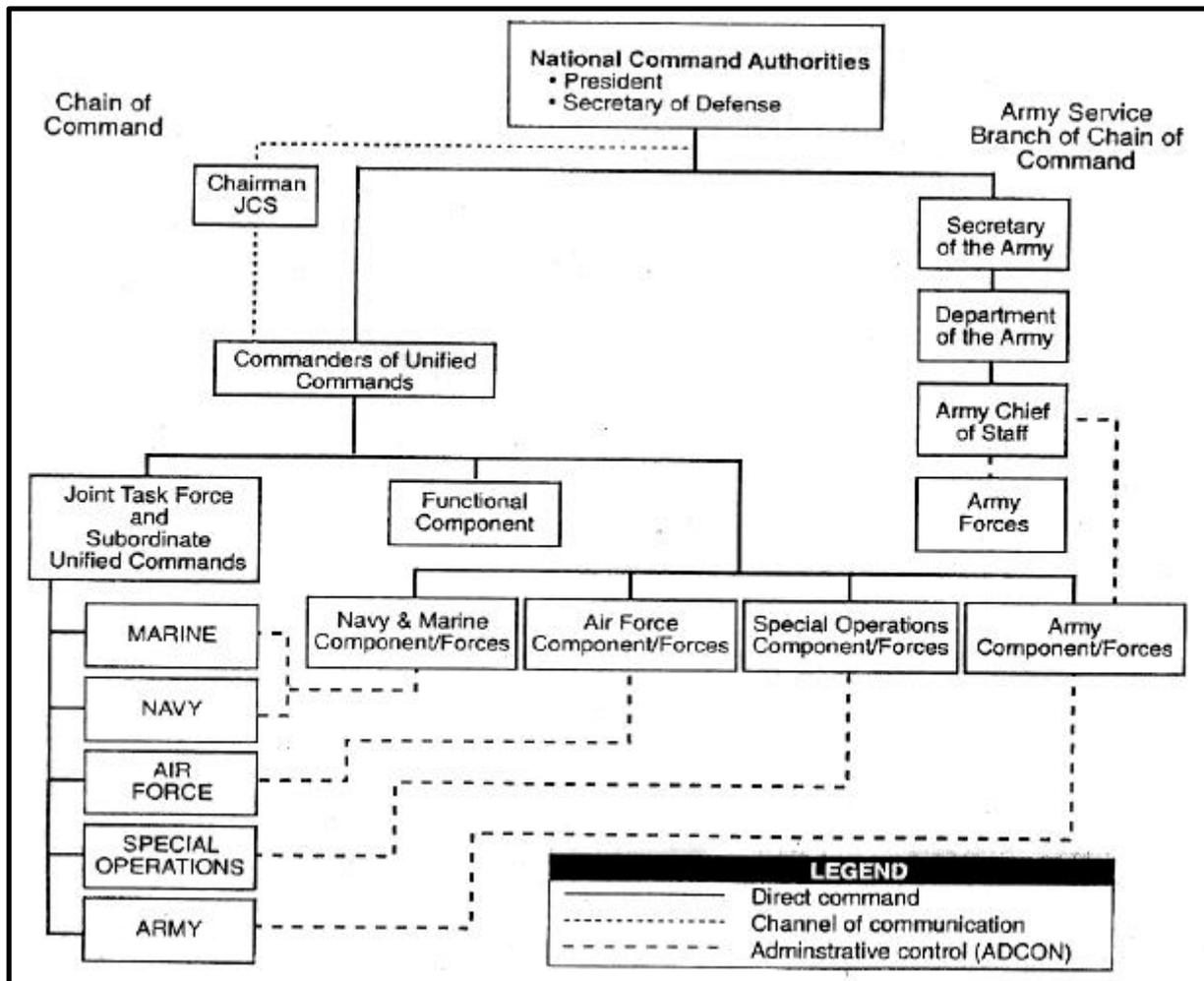


Figure 1-1. The chain of command

Internal Theater Organization

Theater combatant commanders develop strategy and organize the theater. The Army, besides operating as part of a joint force, must be prepared to conduct multinational operations with land, air, and naval forces of other nations as well as interagency operations. While unity of command may not be possible in multinational operations, unity of effort is essential. Each CINC may assign associated areas within his theater to subordinate commanders. CINCs may designate joint areas or zones during war and SASO, while theaters of war and operations are designated only in time of war. CZs and COMMZs may be set up as needed (Figure 1-2). The CINC organizes his theater to enable him to synchronize his unified operations or integrate single-service, joint, special, and supporting operations with allied and intragency activities, nongovernmental organizations, and private volunteer organizations.

- CSS in the COMMZ. The COMMZ extends from the rear of the combat zone in the theater of operations to the CONUS base. Its size may vary depending on the size of the theater of operations. The COMMZ contains lines of communications and those theater organizations and other agencies required to support forces in the field. Within the COMMZ the CINC will normally set up a theater base, which encompasses a theater logistics base. The theater logistics base will normally be at the junction of the various intratheater and intertheater lines of communication. The logistics bases provide supply, maintenance, field services, transportation, health services, personnel support, and evacuation. It also contains logistics facilities to support the theater such as air and sea ports of debarkation, marshaling areas, logistics

stockage areas, movement control points, logistics headquarters and units, and the rear area of the intratheater combat zone.

- CSS in the CZ. The CZ is an area required by forces to conduct combat operations. The CZ begins at the FLOT, to include the deep battle area, and extends to the corps rear area. CSS in the CZ is provided by the corps support command located in the corps rear area and the division support command located in the division rear.
 - Corps Support Command. The corps support command is a flexible organization structured to support corps forces. The corps support command provides CSS mainly through corps-wide service organizations and support groups.
 - Division Support Command. This command provides direct CSS (except communications-security equipment and construction) to all assigned or attached elements of the division. It consists of a headquarters and assigned or attached CSS units.

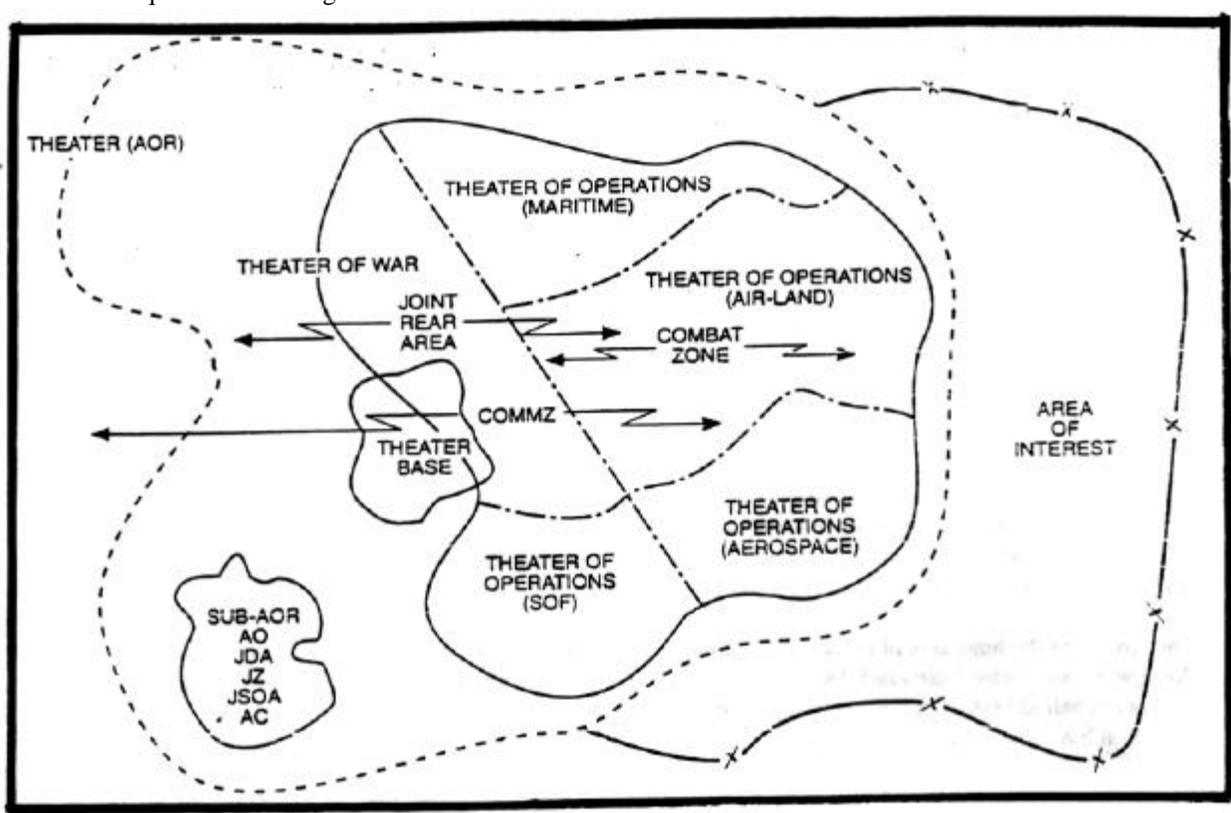


Figure 1-2. Theater area organization

Section II. Petroleum in the Theater

The ASCC must provide centralized distribution of bulk petroleum products for all US forces in theater. The ASCC sets up an operational-level army petroleum organization to receive petroleum products in theater and distribute them throughout the COMMZ and rear of the CZ. If the theater uses pipeline systems for bulk distribution, other transportation assets distribute the products from the pipeline terminal to the user. The operational-level petroleum organization interfaces with MMC for product distribution and coordinates with host nations for additional product and distribution support. FM 10-67 details the operational-level petroleum function.

BULK PETROLEUM SUPPLY MISSION

The responsive supply of Class III (bulk) is critical to battlefield success. The senior supporting MMC centrally manages, controls, and allocates it IAW the ASCC's priorities. The operational-level commander, IAW the senior CSS commander, provides bulk petroleum to US land forces. Support to multinational forces is based on established agreements.

Petroleum Operations

The availability of fuel depends on the location of the theater of operations. If operations are in an industrialized area, initial supplies may be obtained from host nation or contractor support. Tanker ships will bring in subsequent supplies through marine petroleum terminals. In an undeveloped area, Air Force aircraft may effect the initial resupply. In these "emergency" type situations, the ABFDS may be discharged into the operating unit's support vehicles. As soon as practical, the Navy's OPDS will provide bulk fuels in over-the-beach operations. The Navy is responsible for providing fuel to the high-water mark on the beach. The Army then assumes responsibility for the fuel through its tactical petroleum terminals.

Petroleum Organization

The senior petroleum unit commander, the primary petroleum distribution operator, is responsible for all aspects of theater-level petroleum operations. Distribution planning is the basis for the design, construction, and operation of the theater petroleum distribution system. The petroleum unit is also responsible for quality surveillance and liaison with the senior supporting MMC as well as with the supported multinational forces. It will distribute fuels based on ASCC established priorities and senior supporting MMC directives. Stockage policy is covered in AR 710-2. More information on petroleum operations and organizations is in FMs 10-1 and 10-67.

Distribution

Operational-level petroleum units (petroleum pipeline and terminal operating) will set up the petroleum support base for receiving, temporarily storing, and moving fuels to the GS petroleum supply units. These units, located at the operational and tactical levels, deliver fuels to the divisional and nondivisional SSAs. Movement may involve various modes of transportation. Pipelines, the most efficient mode, will be used to deliver the product as far forward as practical, usually to the corps rear area. Pipelines service air bases and tactical airfields when feasible. Pipeline distribution is supplemented primarily by tank vehicles, rail cars and barges when available. Figure 1-3, page 1-5, shows Class III (bulk) requirements and supply flow in the theater of operations.

JPO

A unified commander has a JPO to provide staff management of petroleum at the theater level. SAPOs may be set up at the subunified command level to provide in-country staff responsibilities for all services. More information on the JPO can be found in DOD 4140.25-M.

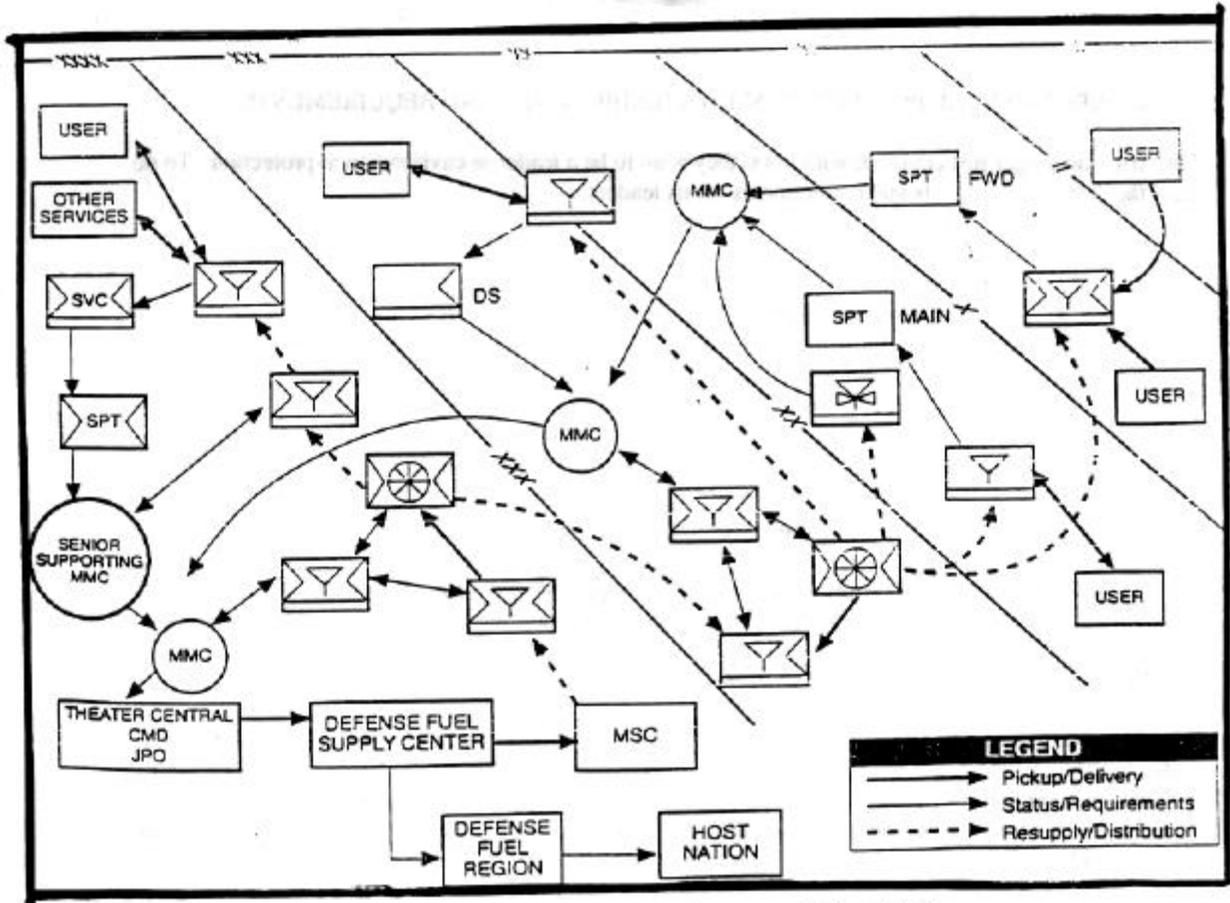


Figure 1-3. Bulk petroleum distribution in a theater of operations