

COMBAT SERVICE SUPPORT
AT
ECHELONS ABOVE CORPS



U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
FORT LEAVENWORTH, KANSAS
1 JULY 1997

CHAPTER 1

CONUS SUPPORT BASE

Section I. Organizations for Logistics Operations

1-1. GENERAL

The continental United States (CONUS) support base supports the Army Service Component Command (ASCC). It is comprised of numerous elements whose mission (all or part) is to support the US forces in the theater of operations. Many of the organizations are Army-peculiar, some are Department of Defense (DOD) level, and at least one is an element of the US Government. They are commonly referred to as wholesale logistic elements since they function as "suppliers to the suppliers." They do not operate autonomously; that is, they have well-defined lines of command and control (C²) as do all Federal agencies. The President, through his Cabinet, directly controls the General Services Administration (GSA). The Secretary of Defense directly controls the Defense Logistics Agency (DLA). The Secretary of the Army, through the Chief of Staff, controls the US AMC (AMC). The Deputy Chief of Staff for Logistics (DCSLOG) is the principal Department of the Army (DA) staff officer who coordinates and manages internal/external supply, service, and maintenance operations.

1-2. GENERAL SERVICES ADMINISTRATION

GSA provides housing, supplies, transportation, and telecommunications for nearly every department within the Federal Government. It is the largest civilian landlord in the country; the lowest-cost telephone service; a no-restrictions, deep discount, travel management service; the complete source of low-price office supplies; and the best value in car leases. Although headquartered in Washington DC, more than three-fourths of GSA's 15,751 employees, as of September 1996, were located in 11 regions. Figure 1-1 lists the names and locations of these regions as well as the GSA staff and independent offices. GSA's external missions are executed under the auspices of three service offices and a central policy office.

a. The three services, central policy office and, their respective areas of responsibility follow:

(1) Public Building Service (PBS). The PBS is the Federal Government's largest civilian landlord. It provides real estate services for about 100 Federal organizations more than a million Federal workers. It also develops, constructs, leases, manages, and maintains other facilities such as Federal courthouses, border stations, laboratories, and data processing centers. The PBS is organized into six business lines:

- Property management.
- Property development.
- Property acquisition and realty services.
- Federal protective services.
- Property disposal.
- Portfolio management.

- Fleet management.
- Travel and transportation.
- Personal property management.

(3) Federal Telecommunications Service (FTS). The FTS delivers reimbursable local and long-distance telecommunications, information technology, and information security services to Federal agencies. Its mission is to provide integrated information systems and network solutions that deliver the best value and innovation to customers worldwide through its five business lines:

- FTS 2000 long-distance telecommunications service.
- Regional telecommunications service.
- Network applications.
- Information technology integration.
- Information security.

(4) Office of Governmentwide Policy (OGP). The OGP was created in 1995 to work with the executive branch in developing policies and guidelines in the areas served by GSA's business lines—real property, travel and transportation, procurement, information technology, and using Federal advisory committees. OGP supports GSA's strategic role as government policy facilitator and interpreter. OGP's focus is on issues surrounding acquiring, managing, and disposing of Federal goods and services.

b. GSA staff and independent offices. The staff offices support the agency's operations at the central office and in the regions. Performing roles similar to those of their counterparts in private industry, they are important corporate resources for the administrator and the services. The independent offices review GSA activities.

(1) The Chief Financial Officer (CFO) oversees the agency's financial management, including accounting, cash management, payroll, performance measurement, financial reporting, budget, and its strategic plan. GSA's CFO manages financial operations on a scale comparable to a Fortune 100 company.

(2) The Chief Information Officer (CIO) was appointed in February 1996, becoming the first person to hold this position. Legislation established the CIO here and in every major Federal agency. The CIO is the administrator's principal adviser on information technology and oversees GSA's investment in information technology.

(3) The Office of Congressional and Intergovernmental Affairs represents GSA on Capitol Hill, advocating the agency's budget and legislation of importance to GSA.

(4) The Office of Enterprise Development promotes Government contracts for small and women- and minority-owned businesses, and conducts outreach activities to increase these groups' participation in Federal contracting.

(5) The Office of Equal Employment Opportunity informs GSA employees and managers about equal employment laws and regulations, provides counseling to resolve discrimination issues, and investigates and processes complaints.

(6) The Office of General Counsel provides legal support to GSA on Government contracting, personnel and labor relations, appropriations and finance, the Freedom of Information Act, advisory committees, and ethics compliance.

(7) The Office of Management Services and Human Resources is GSA's human resource management and administrative support office. It provides personnel services, training and development, labor relations, and administrative services.

(8) The Office of Public Affairs communicates GSA's messages to the news media, the public, and GSA employees.

(9) The Inspector General reports to the President and Congress on its investigations and audits of GSA operations, programs, and contractors.

(10) The Board of Contract Appeals decides certain claims cases against the Government and provides alternative dispute resolution services to Federal agencies.

c. GSA regional offices. Much of GSA's work is done through its 11 regional offices where the GSA services provide housing and real estate services, supplies, telephones and telecommunications, fleet services, and property management for Federal installations in the regions and around the world. Five of the nine FSS commodity centers and other global programs are based in the regions. The Paints and Chemicals Center is based in the Northwest/Arctic Region, the General Products Commodity Center is in the Greater Southwest Region, the Office Supplies and Paper Products Commodity Center is in the Northeast Region, and the National Furniture Center is in the Mid-Atlantic Region. The Heartland Region houses the Tools and Appliances Commodity Center, the Household Goods Program, and the FSS National Customer Service Center. The Federal Procurement Data Center is based in the National Capital Region.

1-3. DEFENSE LOGISTICS AGENCY

Part of DOD and designated a combat support (CS) agency, DLA provides the full range of supplies and logistics services for US military and Federal civilian agency customers, and for authorized foreign government and international organizations. With agency headquarters (HQ) at Fort Belvoir, VA, 50,000 civilian and military personnel perform DLA's worldwide logistics mission. Traditionally, DLA is directed by a military officer with the rank of lieutenant general or vice admiral selected on a rotating basis from the Army, Navy, Air Force, or Marine Corps. The principal deputy director is a military officer with the rank of rear admiral or major general. DLA facilities range from supply centers and depots, employing several thousand personnel each, to in-contractor-plant residencies and property reutilization offices of fewer than 10 people.

a. Materiel management. DLA's supply support begins with planning for spare parts and essential supplies, extends through production and procurement, and concludes with disposing of materiel that is obsolete, worn out, or no longer needed. Customers determine their requirements for materiel and supplies. DLA supply centers, also known as inventory control points (ICPs), consolidate requirements and procure the supplies in sufficient quantities to meet customers' projected needs. This procurement function is critical to maintaining customer readiness. Many of DLA's procured items are delivered directly from a commercial vendor; the remainder of the items are stored and distributed through a complex of nationwide depots. DLA procures and manages specialized defense items as a portion of 4.1 million kinds of items, but the agency also manages many other essential, commercial-type items. DLA has five supply centers, each responsible for procuring and managing various commodities.

(1) The Defense Fuel Supply Center (DFSC), with HQ at Fort Belvoir, VA, supplies petroleum products, natural gas, and coal. Petroleum fuels available include aviation fuel, marine diesel fuel, heating oil, auto diesel fuel, gasoline, and bulk lubricants with a total annual procurement of more than \$4.5 billion. In addition to more than 250 items managed, DFSC offers a variety of services related to storing, distributing, and managing fuels. DFSC's routing identifier code is S9F.

(2) The Defense Supply Center, Richmond (DSCR), VA, manages nearly 720,000 items that include a mix of military-unique items with weapon system applications and items that are readily available commercially. They range from critical, safety-of-flight airframe structural components and aircraft engine parts to hazardous chemicals, lubricating oils, precision instruments, and energy-efficient lighting products. DSCR, routing identifier code S9G, also offers some specialized logistics services, including—

- Installing, repairing, and rebuilding all types of industrial machinery, including onsite customer service.
- The Ozone Depleting Substance Reserve supports the military services' "mission-critical" requirements for refrigerants and Halons.
- The Hazardous Technical Information Services help line provides callers with information on managing hazardous materials and waste to protect the environment and prevent occupational illness or injury. The number is 1-800-848-4847.
- The hazardous materials hot line supplies information for chemicals that have been spilled or released and provides information from Material Safety Data Sheets for US Government transportation reasons. The number is 1-800-851-8061.

(3) The Defense Personnel Support Center (DPSC), located in Philadelphia, PA, manages the whole range of items directly related to personal well-being: food, clothing and textile items, and medical equipment and supplies. That means DPSC buys everything from perishable fruits and vegetables to meals with a long shelf life suitable for combat or disaster relief; highly sophisticated imaging equipment; the latest in pharmaceuticals and basic aspirin; uniforms suited for the rigors of combat; and hand-embroidered flags, banners, and insignia. DPSC's routing identifier codes are S9M for medical items, S9T for clothing and textile items, and S9S for subsistence or food items.

(4) The Defense Supply Center, Columbus (DSCC), OH, provides DLA customers approximately two million items representing routing identifier codes S9C (formerly the Defense Construction Supply Center) and S9E (formerly the Defense Electronics Supply Center). A sample of S9C items includes spare parts for automotive and heavy equipment (e.g., forklifts and cranes); items for construction, water, and air purification; and firefighting and fencing materiel. DSCC also provides materials handling and general commodity equipment such as forklifts, graders, and trucks. S9E offers a wide variety of electronics-oriented products at DSCC. The center's products include telephones and communication equipment, fiber optics and test equipment, connectors, filters, and semiconductors. The center also offers a wide variety of automatic data processing equipment (ADPE) and supplies, including compact disk (CD) readers and accessories, floppy disks, and tapes (audio, video and instrumentation). Customers still use the routing identifier codes S9C and S9E.

(5) The Defense Industrial Supply Center (DISC) in Philadelphia, PA, is the primary source for all hardware needs. Of the 1,171,199 items this center manages, more than 700,000 are stocked at DLA depots. Although DISC is known for managing all types of fasteners—nuts, bolts, screws, rivets, gaskets, etc.—its inventory broadens into other hardware-related items, including bearings, rope, electrical wire, and cable. DISC also furnishes much heavier raw materials for building and construction. Metal, in plate, bar, and sheet forms, is procured under special contract programs that make items available to customers

within 7 days. DISC is also the principal source for lumber and wood products, plumbing equipment, photographic film, and refrigeration/food service equipment. DISC's routing identifier code is S9I.

DLA is in the process of realigning many of the items each of these ICPs manage. Ultimately, there will be two weapon support ICPs and one troop and general support ICP in addition to a fuels ICP. The Defense Supply Centers, Columbus and Richmond, will be the weapon support ICPs. When DPSC and DISC combine into the Defense Supply Center, PA, at a future date, that ICP will manage troop and general support.

b. Distribution support. DLA's network of distribution depots receives, stores, and issues wholesale and retail materiel worldwide. The depots process more than 31 million receipts and issues annually and have a combined covered storage capacity of more than 586 million cubic feet. They are strategically located to take advantage of existing transportation, including rail lines, airports, and highways. Some of the distribution depots are highly automated facilities that have been specifically designed to provide global support for general commodities. Others provide for customer requirements regionally or provide global support for materiel that requires special equipment, facilities, or training. In addition to the primary mission of receiving, storing, and issuing materiel, DLA depots provide other services. Typical services include, but are not limited to, refrigerated storage, cylinder refurbishment, tent repair, medical unit assemblies, minor maintenance, vehicle painting, and set assembly or disassembly. The depots are dedicated to timely and efficient delivery of quality materiel and services to customers. DLA manages the geographically dispersed depots using two regional offices: the Defense Distribution Region East in New Cumberland, PA, and Defense Distribution Region West in Stockton, CA. These regional headquarters manage depots located within respective geographic boundaries.

c. Logistics services. DLA's supply centers and distribution depots offer a variety of general services to customers, but the agency also has specialized service centers to assist with specific needs. It also provides a variety of other specialized logistics services that have evolved from customer needs throughout the years. Included in these services are lab testing; industrial machinery installation and repair; education in electronic commerce transactions; and modernization and systems development for storage, shelf life, and packaging.

Current Defense Distribution Depots	
<u>Defense Distribution Region East</u>	<u>Defense Distribution Region West</u>
Albany, GA	Barstow, CA
Anniston, AL	Corpus Christi, TX
Cherry Point, NC	McClellan, CA
Columbus, OH	Oklahoma City, OK
Jacksonville, FL	Puget Sound, WA
Letterkenny, PA	Red River, TX
Memphis, TN	San Antonio, TX
Norfolk, VA	San Diego, CA
Richmond, VA	San Joaquin, CA
Susquehanna, PA	Ogden, UT
Tobyhanna, PA	
Warner Robins, GA	
Europe	

Note: The collocated depots at Letterkenny, San Antonio, and McClellan and the stand-alone depots at Ogden and Memphis are also scheduled to be closed, with the process beginning in calendar year 1997.

Figure 1-2. DLA distribution depots.

(1) The Defense Logistics Services Center (DLSC), Battle Creek, MI, manages the Federal Catalog System that includes more than 6.5 million active supply items. Additionally, the center offers customers 24-hour access to a wide variety of essential logistics information through its Federal Logistics Information System (FLIS). FLIS processes more than 150,000 transactions a day as users search for information on national stock numbers (NSNs), sources of supply, manufacturers, part numbers, commercial and government entity (CAGE) codes, prices, packaging information and shipping, and disposal instructions. Government customers can easily access the FLIS through the Logistics Remote Users' Network (LOGRUN). Federal logistics data (FED LOG) on CD read-only memory (CD ROM) provides another medium for government customers to access essential logistics information, including information on all available DLA items. FED LOG ordering data includes the NSN, unit of issue, price, item characteristic data, and other essential information. It includes an online help feature and a user's manual. FED LOG is produced monthly and is available by subscription from DLSC.

(2) The Defense Reutilization and Marketing Service (DRMS), headquartered in Battle Creek, MI, manages and disposes of excess property the military services and federal agencies no longer need. Nearly 180 field offices, known as Defense Reutilization Marketing Offices, are located on or near major military installations around the world to carry out the DRMS mission. DRMS handles everything from air conditioners to automobiles, beds to bombers, and tents to typewriters. It first looks for ways to reuse the property within DOD, transfer it to other federal agencies, and/or donate it to state and local governments and other qualified organizations. Property that is not reused, transferred, or donated is sold to the public as surplus through international, regional, and retail sales.

DLA headquarters has delegated DRMS as the sole manager for disposing of hazardous property, including hazardous material and hazardous waste, for DOD activities. Hazardous property is handled according to the same priorities as other property: reuse within DOD, transfer to other federal agencies, donate to state and other qualified organizations, and sell to the public. Hazardous property that is not reused or sold is disposed of through commercial service contracts that must comply with Federal, state, and local environmental laws and regulations. DRMS has an extensive compliance and oversight program to ensure that property is disposed of in an environmentally safe manner. It is also responsible for the Precious Metals Recovery Program. Surplus property sometimes contains gold, silver, and platinum family metals. DRMS contracts to segregate and refine those precious metals so they can be reused.

(3) The Defense National Stockpile Center, Fort Belvoir, VA, maintains critical and strategic materials to reduce the Nation's dependence on foreign sources of supply for such metals during national emergencies. The stockpile stores more than 90 commodities valued at about \$6 billion at various sites around the United States. The stockpile procures and disposes of material as needed. Because the requirement to warehouse many of these items has diminished, Congress has approved the sale of a number of the stockpiled commodities.

(4) The DLA Systems Design Center, Columbus, OH, designs, develops, and maintains the automated systems essential to maintaining many DLA supply functions. Part of the center, the Defense Automatic Addressing System Office, is crucial to receiving and transmitting automated supply requests and providing users with the status of their requests.

(5) The DLA Administrative Support Center (DASC), Fort Belvoir, VA, provides administrative support to DOD, DLA, and other Government organizations worldwide. DASC provides 90 products and services in the areas of financial management, human resources, contracting, visual communications and market media, special events and protocol, facilities management, information technology, legal counsel, and equal opportunity. All DASC services are provided on a reimbursable basis under fee for service that the organization has developed as a National Performance Review reinvention lab.

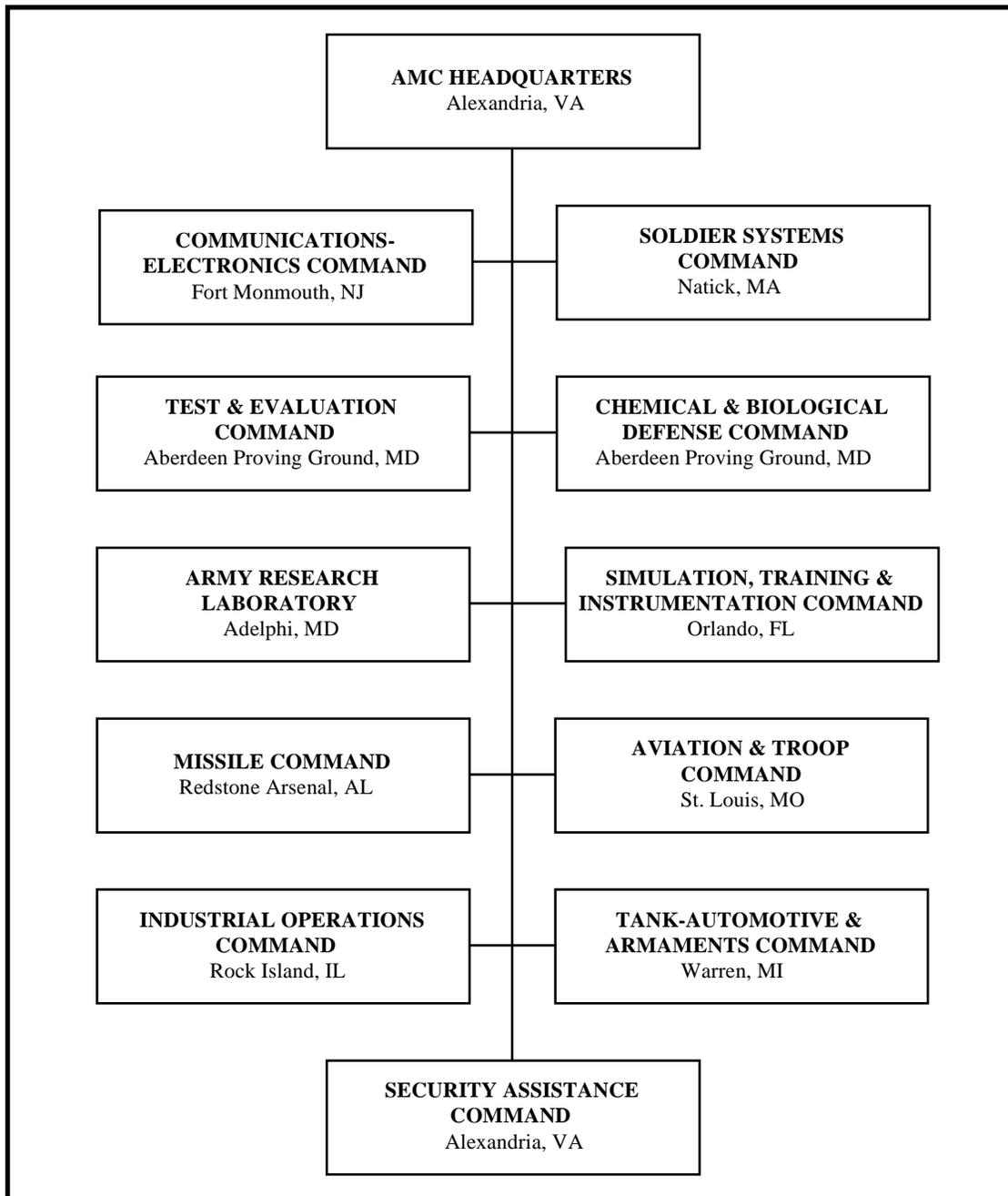
d. The Defense Contract Management Command (DCMC), headquartered at Fort Belvoir, VA, manages contracts the military services, DLA, the National Aeronautics and Space Administration (NASA), and many other federal agencies (as well as certain foreign governments) award. DCMC manages contracts for procuring such diverse product lines as aircraft, space-launched vehicles and spacecraft, medical and subsistence items, electrical and electronic commodities, military vehicles, munitions, petroleum chemicals, and lumber. Once contracts are awarded, DCMC offices, located throughout the United States and in other parts of the world, provide other services to program managers (PMs). In addition to these offices, there are three DCMC districts. They are the Defense Contract Management District, East, in Boston, MA; the Defense Contract Management District, West, El Segundo, CA; and the Defense Contract Management District International, Fort Belvoir, VA.

1-4. US ARMY MATERIEL COMMAND

AMC is the Army's principal materiel developer. Headquartered in Alexandria, VA, AMC accomplishes its mission through 11 major subordinate commands (MSCs) that direct the activities of numerous depots, arsenals, ammunition plants, laboratories, test activities, and procurement operations. AMC is in about 285 locations worldwide, covering more than 42 states and a dozen foreign countries. Manning these organizations is a work force of more than 65,000 employees, both military and civilian, many with highly developed specialties in weapons development and logistics. AMC's mission is complex and ranges from developing sophisticated weapon systems, to advanced research in such areas as lasers, to maintaining and distributing spare parts. This mission is best summarized by AMC's three core competencies: acquisition excellence, logistics power projection, and technology generation and application. To develop, buy, and maintain materiel for the Army, AMC works closely with industry, colleges and universities, the sister services, and other government agencies to ensure state-of-the-art technology and support are exploited to defend the Nation.

AMC also touches every soldier in the Army every day through logistic assistance representatives who work directly with the units in the field. It handles diverse missions that have far-reaching impacts beyond the Army. For example, AMC acquires the ammunition for all of the US military services, manages the multibillion-dollar business of selling Army equipment and services to US friends and allies, and negotiates and implements agreements for foreign nations to coproduce US weapon systems. AMC also provides numerous acquisition and logistics services to the other components within DOD and to many other government agencies. It has participated in many humanitarian and disaster relief efforts both at home and abroad. Besides providing equipment and supplies, AMC has established and managed distribution centers in the affected areas to expedite getting badly needed supplies to victims.

a. The US Army Communications-Electronics Command (CECOM) is headquartered at Fort Monmouth, NJ. CECOM's mission is to develop, acquire, and manage assigned materiel and superior technologies from cradle to grave and to provide and support communications and electronics equipment. This equipment is part of every major weapon system and can be found in aircraft, tanks, and missiles and in every soldier's hands. Included in CECOM's area of expertise are Army command, control, and communications systems; computer systems; electronic warfare systems—night vision, electro-optics, and avionics systems; combat surveillance and target acquisition equipment; decoy systems; laser rangefinders, trackers, and designators; and identification-friend-or-foe systems and equipment. CECOM researches, develops, engineers, and acquires assigned communications and electronics systems and manages all materiel readiness functions associated with these and other systems and related equipment. Its two installations are in Fort Monmouth, NJ, and Vint Hill Farms Station, Warrenton, VA.



*Note: The Missile Command and Aviation and Troop Command are scheduled to merge in October 1997 with most of ATCOM's functions moving to Huntsville, AL, under a new AMC MSC.

Figure 1-3. Army Materiel Command.

b. The US Army Soldier Systems Command (SSCOM) is headquartered at Natick, MA. SSCOM's mission is to develop, integrate, acquire, and sustain soldier and related support systems to modernize, balance, and improve the soldier's warfighting capabilities, performance, and quality of life. To support this mission, SSCOM had three major subordinate activities:

(1) The Natick Research, Development, and Engineering Center (NRDEC), Natick, MA, is collocated at SSCOM HQ. Using both basic and applied research, NRDEC ensures that America's soldiers are the best fed, the best protected, and most highly mobile force in the world. NRDEC has provided

soldiers with a range of field feeding systems, new clothing items, improved ballistic protection, and a variety of precision airdrop systems.

(2) Project Manager-Soldier (PM-Soldier), Fort Belvoir, VA, is responsible for maintaining the cost schedule and monitoring performance of all soldier clothing and individual equipment items as well as their sustainment and readiness. These cradle-to-grave responsibilities demand that PM-Soldier follow a product through the initial development phases to fielding and stocking the item. By coordinating the logistics and resource management support, PM-Soldier phases new products into Army stocks and ensures that new items reach soldiers quickly. To complement their managerial support, NRDEC executes many of the programs PM-Soldier manages.

(3) The Clothing and Textile Branch (CTB), Philadelphia, PA, performs Army logistics management as the Army Service Item Control Center for clothing and textiles (including tents and individual equipment), heraldic items (including flags, guidons, medals, and insignia), and operational rations for the Army war reserve (AWR). CTB represents the Army in resolving supply and readiness issues. The branch provides selected items for issue to general officers and federal civilian officials. CTB serves as the Army supply point for issuing service medals, decorations, and awards.

c. The US Army Test and Evaluation Command (TECOM) is headquartered at Aberdeen Proving Ground, MD, and has the largest, most diverse assemblage of testing technology in DOD. TECOM tests military hardware under precise laboratory conditions on highly instrumented ranges and test courses. It works with materiel developers to plan, conduct, and report the results of developmental testing in the most efficient and cost-effective manner. TECOM assesses systems to ensure equipment is user friendly, reliable, easy to maintain, and does its job. Another of TECOM's missions is its systems safety responsibility. Developmental testing identifies potential personnel and equipment hazards in the system as well as any hazards associated with operating and maintaining the system. Live-fire vulnerability testing is conducted on all major systems that provide protection to soldiers in combat. Live-fire lethality testing is conducted on all major weaponry to prove its effectiveness.

TECOM develops and acquires advanced test technologies such as artificial intelligence, robotics, directed energy, and smart munitions. With these technologies, TECOM is able to answer critical questions, through testing, on future systems' safety, performance, effectiveness, and reliability. TECOM extensively uses models and simulations (developed and validated using TECOM test data) to optimize system test design and procedures. TECOM also performs independent developmental assessments of all types of weapons and support equipment throughout the materiel acquisition process. This includes analyses of test data to determine system compliance with critical technical requirements in areas of performance, reliability, supportability, human factors, and safety. Following are its 10 installations:

- Aberdeen Test Center, Aberdeen Proving Ground, MD
- Aviation Technical Test Center, Fort Rucker, AL
- Cold Regions Test Center, Fort Greely, AK
- Aberdeen Proving Ground Support Activity, Aberdeen Proving Ground, MD
- Dugway Proving Ground, Dugway, UT
- Electronic Proving Ground, Fort Huachuca, AZ
- Redstone Technical Test Center, Redstone Arsenal, AL
- White Sands Missile Range, White Sands, NM
- Yuma Proving Ground, Yuma, AZ
- Jefferson Proving Ground, Madison, IN

d. The US Army Chemical and Biological Defense Command (CBDCOM) is headquartered at the Edgewood area of Aberdeen Proving Ground, MD. Its mission is to handle research, development, acquisition, and remediation issues associated with chemical and biological defense. The commanding general is also the AMC deputy chief of staff for chemical matters. The Edgewood Center conducts the Army's research, concept exploration, demonstration and validation, engineering manufacturing development and internal production of chemical defense systems, obscuring smoke and aerosol systems, and flame weapons for CBDCOM. In 1994, chemical munitions storage was consolidated with CBDCOM's original chemical/biological research, development, and acquisition mission. As a result, the Army's chemical storage sites fall under the command's domain. This consolidation yields a single voice within the Army for technical and management efforts on chemical/biological defense and chemical materiel storage. It has an installation at Rocky Mountain Arsenal, Commerce City, CO, and is responsible for eight other chemical storage sites.

e. The US Army Research Laboratory (ARL) is headquartered at Adelphi, MD. Its mission is to execute fundamental and applied research to provide the Army the key technologies and analytical support necessary to assure supremacy in future land warfare. ARL gives America's soldiers a technical edge through multidisciplinary basic research and exploratory development directed toward digitization and communications science, armor/armaments, soldier systems, air and ground vehicle technology, and survivability/lethality analysis. ARL scientists also conduct objective, independent analyses of weapon system performance, including atmospheric effects, vulnerability, and lethality and manpower/personnel integration.

f. The US Army Simulation, Training, and Instrumentation Command (STRICOM) is headquartered in Orlando, FL. Its mission is to provide training and test simulation, simulators, target and instrumentation products, and services used to develop and sustain warfighting skills for the US Army. STRICOM's mission includes creating a synthetic environment to evaluate concepts and support requirements definition; supporting materiel development, test, and evaluation; and serving as DOD's lead agent for Distributed Interactive Simulation (DIS) and Appropriate Level Simulation protocols. It integrates the DIS synthetic environment that supports Force XXI; battle labs; and research, development, and engineering centers. STRICOM's responsibilities include cradle-to-grave life-cycle acquisition beginning with technology-based programs and follow through with each phase of the acquisition process through support and disposal. The command, in conjunction with the Air Force and Navy, has developed an automated solicitation and proposal evaluation tool, the Joint Acquisition Management System, in an effort to streamline the acquisition process.

g. The US Army Missile Command (MICOM) is headquartered at Redstone Arsenal, AL. Its mission includes research, development, acquisition, and logistics support of Army missiles and rockets. MICOM also provides major support to the Army Program Executive Officer, Tactical Missiles, and the Army Program Executive Officer, Missile Defense. It purchases and supports missile weapon systems and is part of the management team that directs individual Army missile programs.

h. The US Army Aviation and Troop Command (ATCOM) is headquartered in the Federal Center, St. Louis, MO. Its mission is twofold. The command manages Army aviation systems from research and development to procurement and production, from spare parts availability to flight safety, and from maintenance and overhaul to eventual retirement. ATCOM also manages troop support items soldiers need to perform their missions, including water and facilities. Soldier support is provided through developing, purchasing, and maintaining such items as generators, rail equipment, watercraft, and shelters. The command is responsible for all soldier support items, base support equipment, packaging and food service equipment, chemical agent resistant coatings, and camouflage paint patterns. Its seven installations follow:

- Federal Center, St. Louis, MO

- Army Petroleum Center, New Cumberland, PA
- Petroleum Test Facility—West, Tracy, CA
- Aviation Applied Technology Directorate, Fort Eustis, VA
- Aeroflightdynamics Directorate, Moffett Field, CA
- Advanced Systems Research and Analysis Office, Moffett Field, CA
- Charles Melvin Price Support Center, Granite City, IL

i. The US Army Industrial Operations Command (IOC) was officially established in 1994 to manage all Army depots, depot activities, arsenals, ammunition plants, and other Army industrial activities. This command is a multifaceted and multisite AMC MSC headquartered at Rock Island, IL. Its mission is to provide world-class logistics support to US and allied soldiers through manufacturing, remanufacturing, and maintaining go-to-war weapon systems; providing cradle-to-grave management of DOD conventional ammunition; maintaining AWR stocks required for power projection; overseeing the pre-positioned ships afloat program; and responsibly managing the command's environmental, fiscal, and human resources. The IOC consolidates the Army's industrial facilities management and operation. It maintains, repairs, or rebuilds today's sophisticated weapon systems and produces tomorrow's high-technology weapons and fabricated hard-to-procure items.

The IOC also provides long-term storage for all types of equipment and materiel DOD needs. It has a complex of modernized facilities and equipment built to accommodate overhauls, upgrades, and repairs on nearly all Army and Marine Corps ground equipment and on all services' helicopters. The facilities can renovate or upgrade a variety of munitions such as small-caliber bullets or artillery rounds. The IOC's five maintenance depots and two manufacturing arsenals incorporate the latest trends in total quality management, automated materials handling, computer-aided design and manufacturing, and flexible computer integrated manufacturing. It comprises 49 installations.

(1) Headquarters, centers, and activities:

- HQ, IOC, Rock Island, IL
- Defense Ammunition Center and School, Savanna, IL
- Depot Support Activity—Far East, Korea
- Strategic Mobility Logistics Base, Charleston, SC
- Defense Generator and Rail Center, Ogden, UT
- Systems Integration and Management Automation Center, Chambersburg, PA
- Strategic Reserve Storage Activity, Europe
- HQ, Mannheim, GE

(2) Storage sites:

- Bettenbourg, Luxembourg
- Brunssum, Netherlands
- Coevorden, Netherlands
- Eygelshoven, Netherlands
- Vriezenveen, Netherlands
- Zutendaal, Belgium

(3) Arsenals:

- Pine Bluff, Pine Bluff, AR
- Rock Island, Rock Island, IL
- Watervliet, Watervliet, NY

(4) Army depots:

- Anniston, Anniston, AL
- Blue Grass, Lexington, KY
- Corpus Christi, Corpus Christi, TX
- Hawthorne, Hawthorne, NV
- Letterkenny, Chambersburg, PA
- Red River, Texarkana, TX
- Sierra, Herlong, CA
- Tobyhanna, Tobyhanna, PA
- Tooele, Tooele, UT

(5) Army depot activities:

- Hythe, Hythe, England
- Longhorn, Livorno, Italy
- Pueblo, Pueblo, CO
- Savannah, Savannah, GA
- Seneca, Romulus, NY
- Umatilla, Hermiston, OR

(6) Army ammunition plants (AAPs):

- Alabama AAP, Childersburg, AL
- Badger AAP, Baraboo, WI
- Cornhusker AAP, Grand Island, NE
- Crane AAP, Crane, IN
- Holston AAP, Kingsport, MS
- Indiana AAP, Charlestown, IN
- Iowa AAP, Middletown, IA
- Joliet AAP, Joliet, IL
- Kansas AAP, Parsons, KS
- Lake City AAP, Independence, MO
- Lone Star AAP, Texarkana, TX
- Louisiana AAP, Shreveport, LA
- McAlester AAP, McAlester, OK

- Milan AAP, Milan, TN
- Mississippi AAP, Stennis Space Center, MS
- Radford AAP, Radford, VA
- Ravenna AAP, Ravenna, OH
- Riverbank AAP, Riverbank, CA
- Scranton AAP, Scranton, PA
- Sunflower AAP, DeSoto, KS
- Twin Cities AAP, New Brighton, MN
- Volunteer AAP, Chattanooga, TN

j. The US Army Tank-Automotive and Armaments Command (TACOM) is headquartered in Warren, MI. TACOM's worldwide mission is to research, develop, field, and support mobility and armament systems. It is functionally organized to support equipment from inception, through design and procurement, to sustainment until the end of the equipment's life cycle. It has three installations.

- HQ, Detroit Arsenal, Warren, MI
 - Tank-Automotive Research, Development, and Engineering Center
 - Integrated Materiel Management Center
 - Resource Management Center
 - Acquisition Center
- Armament and Chemical Acquisition and Logistics Activity, Rock Island, IL
- Armament, Research, Development, and Engineering Center, Dover, NJ

k. The US Army Security Assistance Command (USASAC) is headquartered in Alexandria, VA. Its mission is to implement approved US Army security assistance programs, including foreign military sales (FMS) of defense articles and services to eligible foreign governments. The command manages approximately 5,700 FMS cases valued at \$47 billion. It coproduces Army materiel and develops the Army position on commercial license applications for exporting munitions, services, and technology. Security assistance is a national program that involves policy, strategy, and programs. Centered in the White House and administered by the State Department in coordination with Congress and the Treasury Department, it executes DOD military programs.

Security assistance supports US and allied defense interests by promoting regional stability, deterring aggression, maintaining alliances, and disseminating democratic values. In carrying out the Army security assistance mission, USASAC calls on all AMC MSCs, other Army and DOD agencies, and US industry. USASAC manages FMS cases from development to execution, financial management and accounting, and financial settlement. Each equipment sale to overseas customers comprises the same "total package" of quality materiel, spare parts, training, publications, technical documentation, maintenance support, and other services that AMC provides to US Army units. In addition to its traditional FMS mission, the command increasingly responds to requests to support United Nations (UN) peace-keeping and humanitarian operations around the globe. It also has installations at New Cumberland, PA, and Office of the Program Manager, Saudi Arabian National Guard Modernization, Saudi Arabia.

1-5. US TRANSPORTATION COMMAND

The US Transportation Command (USTRANSCOM) became fully operational 1 October 1988 at Scott Air Force Base (AFB), IL, under its commander in chief, USCINCTRANS. USTRANSCOM's component commands are the Air Force's Air Mobility Command, headquartered at Scott AFB, IL; the Navy's Military Sealift Command, Washington, DC; and the Army's Military Traffic Management Command (MTMC), Falls Church, VA. The Defense Courier Service (DCS) is a joint command and a direct reporting unit under USTRANSCOM. DCS is headquartered at Fort Meade, MD.

USTRANSCOM's mission is to provide air, land, and sea transportation for DOD in peace and war. It supports the other unified commands by managing and providing its components' common-user transportation forces in peace and war. USCINCTRANS has combat command (COCOM) of assigned forces and exercises operational control (OPCON) of those forces through his component commands. USCINCTRANS is a linchpin in the joint strategic mobility planning process of deliberate planning. He orchestrates all phases of transportation requirements refinement throughout the operation plan (OPLAN) development process. The command participates in exercises to refine its own plans and procedures as well as those of the warfighting commands it supports. As for shifting from a peacetime to a wartime footing, the guiding principle is that peacetime and wartime procedures should be identical; only the tempo of activity should change. This unified transportation command offers several advantages over previous methods of managing mobility and deployment. It improves transportation planning and execution efficiency, it optimizes using transportation resources, and it requires integrating numerous communications and computer systems into one user-oriented system that will provide information tailored to each decisionmaker at every level of responsibility.

a. The Global Transportation Network (GTN) is the integrated system that will provide these capabilities. The GTN mission needs statement and operational requirements document are the basis for acquiring GTN. They provide the requirements for a fully capable, global mobility management system that includes capabilities for intransit visibility, patient movement, current operations, and future operations.

(1) Intransit visibility is the ability to track the identity, status, and location of unit and nonunit cargo [excluding bulk petroleum, oils, and lubricants (POL)]; passengers; medical patients; and personal property from origin to consignee or the destination the supported commander in chief (CINC) establishes throughout the scope of military operations. Visibility is essential because the command must marry troop movements and equipment shipments and divert movements in response to the dynamics of modern combat.

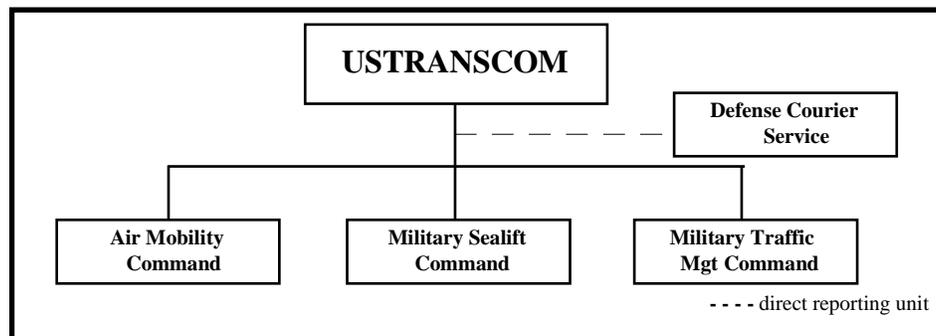


Figure 1-4. USTRANSCOM.

(2) Patient movement will enable USTRANSCOM to quickly plan and monitor patient movement through a central reservation system that is updated with available beds and transportation requirements and availability. Theater medical regulators and evacuators will use this information to treat patients, plan and schedule required transportation, and monitor patient location throughout evacuation.

(3) Current operations will allow USTRANSCOM to monitor transportation activities during war and peace. It will provide information to apprise key decisionmakers of the current DOD transportation picture. The location of carriers, units, and transportation assets or resources required to complete the USTRANSCOM mission will be available. Through an intelligence interface with the Intelligence Data Handling System, current transportation information on other countries, including graphics, maps, and imagery, will be available for transportation decisionmakers. Current operations will simulate information receipt from GTN feeder systems so command post exercises (CPXs) can be played in a realistic environment.

(4) Future operations will support USTRANSCOM's strategic transportation planning requirements. It will provide advanced analytical tools to support USTRANSCOM planners with forecasting techniques for transportation planning. These tools will assist USTRANSCOM in meeting its requirements to provide the Joint Chiefs of Staff (JCS) and National Command Authorities (NCA) with strategic transportation information, such as estimates of force closure and lift required, and making recommendations for allocating transportation assets. Future operations will also analyze the transportation situation to support advance-notice recommendations for proposed breakout of the Ready Reserve Force (RRF) and Civil Reserve Air Fleet (CRAF).

d. Efficient use of limited transportation assets demands a specialized kind of intelligence support. USTRANSCOM, through its Joint Intelligence Center (JICTRANS), leads DOD in producing relevant and timely transportation intelligence. While USTRANSCOM must rely on the entire intelligence community's capabilities, JICTRANS experts tailor information to the mobility community's specific needs. The value of a robust intelligence structure focused on transportation is a positive move in enhancing America's strategic mobility posture.

e. USCINCTRANS also advocates strong USTRANSCOM ties with the civil transportation sector upon which USTRANSCOM relies for most national defense transportation. In view of that heavy reliance, it has participated vigorously in a cooperative effort with the National Defense Transportation Association (NDTA) and the Contingency Response (CORE) Program to communicate with the civil sector and other Government agencies to help focus on solutions to national mobility problems, including airlift and sealift shortages.

Three themes surface as keys to improving the defense transportation community's readiness posture. First, timely mobilization decisions are essential for activating Reserve forces, generating civilian transportation, and preparing host nation (HN) reception facilities need to be initiated as early as possible. Second, close and smooth interaction among DOD, the Department of Transportation (DOT), the Federal Emergency Management Agency (FEMA), USTRANSCOM and its components, civilian agencies, and other Government agencies is critical to successfully allocate the Nation's mobility resources. Finally, deploying units must continue to refine the identification of their movement requirements so that limited, strategic lift resources will not be wasted. The vitality of commercial air, land, and sea transportation carriers is as important to US national defense strategy as the Nation's combat forces' readiness.

1-6. USTRANSCOM COMPONENT COMMANDS AND DIRECT REPORTING UNIT

The Military Traffic Management Command (MTMC), Air Mobility Command, and Military Sealift Command are charged with providing transportation support within their charters and normal operational environment. In general, they provide common-user transportation to military forces worldwide. The transportation component commands (TCCs) provide input to strategic plans development early in the planning process before the forces and sustainment requirements, mode selection, and time-phasing are finalized. TCC participation in OPLAN development conferences USTRANSCOM hosts at Scott AFB provides a forum for interacting and resolving planning problems before time-phased force and deployment data (TPFDD) finalization. When the supported CINC, with input from the service component and supporting commands, has completed the TPFDD, the TCCs run automatic data processing (ADP) models to ensure the TPFDD is transportation feasible. Although not formally a part of the Joint Operation Planning and Execution System (JOPES), the TCC ADP systems support the joint planning function with command-unique systems. These ADP systems are described in the following discussion of each agency's specific functions.

a. MTMC is the Army component to USTRANSCOM. To support the unified/specified commands' OPLANs, the MTMC—

- Plans and moves in CONUS, in coordination with the Air Mobility Command and Military Sealift Command, preplanned unit and sustainment increments identified in each OPLAN from origin location to air and seaports of embarkation (SPOEs) for transshipment to overseas destinations.
- Preselects CONUS SPOEs and determines available-to-load dates (ALDs) for all planned unit and sustainment increments identified in the OPLAN.
- Consolidates maximum planned supply shipments for outloading at CONUS (air/water) terminals to meet prescribed latest arrival dates.

The Strategic Deployment System (STRADS) is MTMC's automated capability to support JOPES actions and OPLAN requirements. The system assists planners in making the following decisions regarding OPLAN requirements:

- Best SPOE to use in support of unit deployments and movement of sustainment.
- Likely mode of transportation from origin to port of embarkation (POE).
- Arrival date at SPOE.
- Transportation assets required to accomplish movements.
- Capability of installations to outload requirements.
- Capability of seaports to throughput requirements.
- Capability to deliver passengers and cargo to meet the Air Mobility Command-designated ALDs at the aerial port of embarkation (APOE).

STRADS is designed to permit extensive interaction between the planners and the system. Through this interaction, the planner uses experience and expertise to ensure the analysis uses sound traffic management policies. The model can also provide a wealth of information in both report and graphic format regarding OPLAN requirements and transportation feasibility.

b. The Air Mobility Command is USTRANSCOM's primary Air Force component. [The Air Combat Command (ACC) functions as the Air Force component for a small number of C-130s assigned to USTRANSCOM to augment the strategic air fleet during intertheater deployments and redeployment.]

The Air Mobility Command was activated 1 June 1992, and its primary mission is to provide rapid air mobility to America's Armed Forces. It is responsible for USTRANSCOM-assigned strategic airlift, aerial refueling, and aeromedical evacuation forces. Under the direction of USCINCTRANS, the Air Mobility Command has the following general tasks:

- Provides strategic airlift, aeromedical evacuation, and aerial refueling support to DOD agencies as USCINCTRANS requests.
- Prepares short- and long-range forecasts of strategic air mobility requirements and matches them with capabilities based on an evaluation of requirements.
- Procures all commercial air mobility services, including charter and scheduled commercial flights where advanced space bookings are required.
- Executes and administers the CRAF program.
- Performs capability inspections to certify air carriers in safely moving DOD cargo and passengers.
- Provides USCINCTRANS with information on the availability of its organic and controlled commercial strategic air mobility capability.
- Commands and operates or arranges for operating common-user aerial ports/air terminals within CONUS or outside CONUS (OCONUS) based on agreements with theater commanders, including contracting for terminal services.

c. The Military Sealift Command is USTRANSCOM's Navy component. It is responsible for ocean transportation conducted between points in CONUS and overseas areas, between and within overseas areas, and in intercoastal service within CONUS and for those additional functions the Secretary of Defense specifically assigns. The command's general functions include—

- Providing ocean transportation planning support to the organizations of the JCS, the unified and specified commands, and the military services; DOD agencies supporting JCS plans; and other military operations as required.
 - Providing ocean transportation support to DOD components as required.
 - Developing plans to ensure the efficient use and control of military-owned and commercial ocean transportation resources and capabilities made available to DOD mobilization or other emergency conditions.
 - Based on evaluated requirements submitted by DOD components, preparing long- and short-range forecasts of sealift requirements and matching them with sealift capabilities.
 - According to procedures established by the Office of the JCS, submitting requirements and capabilities to the JCS together with recommendations as appropriate to ensure a proper balance.
 - Developing, establishing, and operating an integrated transportation information data system to support the agency's mission.

The Military Sealift Command's Strategic Sealift Analysis System (SEASTRAT) is designed to provide integrated support for the command's contingency planning functions. It consists of two primary functional modules:

- OPLAN analysis/scheduling algorithm for improving lift (SAIL).
- Ship file generation and maintenance (SFGM).

(1) The OPLAN analysis/SAIL module is designed to assist OPLAN analysts in assessing the sealift feasibility of a CINC's OPLANs. The following inputs are used in generating sealift schedules:

- Sealift requirements extracted from a CINC's OPLAN TPFDD downloaded from JOPES.
- MTMC's CONUS movement schedules that establish the POEs and ALDs (this information is optional but normally is used before a phase II TPFDD refinement conference).
- Type unit characteristics file cargo data for standard units.
- Ship assets (characteristics and location data).
- Port characteristics (limiting dimension information and daily throughput).
- User parameters and constraints that guide sealift schedule generation.

Planners routinely generate many sealift schedules for an OPLAN by varying the scheduling parameters to determine the impact individual constraints have on sealift feasibility. Ship assets, port capability, and geographic constraints can also be varied to assess the impact variations in guidance and nonsealift factors have on the Military Sealift Command's capability to meet the CINC's requirements. The schedule that best represents the command's projected capability to support an OPLAN is selected from among those that conform to guidance as the official schedule for presentation at the USTRANSCOM-hosted transportation conference while the results of "nonguidance" runs may be addressed as items of concern or interest. Users may receive output from the SAIL scheduling process via numerous preformatted summaries and detailed reports.

The chief benefit of SEASTRAT's OPLAN analysis/SAIL module is its ability to produce reasonable sealift movement schedules rapidly when presented with highly complex requirements. The SAIL scheduling algorithm uses a combination of linear optimization techniques and heuristics to establish ship routes and cargo loadings honoring the operational constraints the plans analyst previously provided. Compared to the previous Strategic Sealift Contingency Planning System, SEASTRAT represents a significant improvement in terms of automated system speed and flexibility. Planners are able to interact directly with the planning system via terminals, make immediate changes and adjustments to planning parameters, and review the results in a matter of minutes either on the terminal screen or via hard-copy reports.

Sealift schedules are generated based on the individual ship characteristics (e.g., speed, draft) and capacities of real ship assets projected to statistically typical locations of availability. Therefore, in a real emergency, current ship data can be substituted for projected data without any other modeling changes, giving SEASTRAT the potential to be used in execution planning.

(2) The SFGM module is designed to provide maximum flexibility in generating and manipulating ship characteristics and location data to meet the Military Sealift Command's Joint Strategic Capabilities Plan (JSCP) mobility supplement responsibilities. The primary output of this module is the JSCP mobility supplement characteristics and assets ship files in JOPES format and the ship files used in the OPLAN analysis/SAIL module. These files are all structured in accordance with (IAW) JCS J4 planning guidance. The same flexibility required to produce ship files IAW mobility supplement guidance serves to support the plans analysts in configuring ship files for "what if" OPLAN analysis. The SFGM module will provide virtually unlimited flexibility in tailoring ship files to be used in-house or downloaded and provided to outside agencies.

d. The Defense Courier Service (DCS) is a joint command and a direct reporting unit under USTRANSCOM. DCS establishes, staffs, operates, and maintains an international network of couriers and courier stations to expeditiously, cost effectively, and securely transmit qualified classified documents and material. Staffed by more than 300 personnel, it has an annual operating budget of about \$14.2 million. DCS maintains a global network of 22 courier stations located in 14 nations and 17 states or US territories. From these stations, DCS supports more than 6,700 customers, including DOD components,

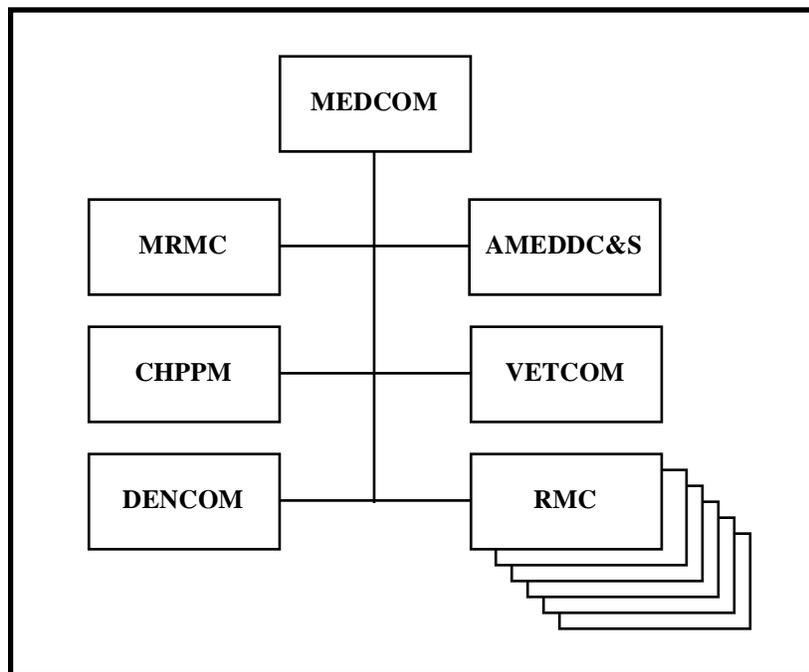
Federal agencies, the North Atlantic Treaty Organization (NATO), US allies, and government contractors. Material is moved using Air Mobility Command flights, commercial airlift or overnight express carrier with small charter aircraft, ground vehicles, or over-the-counter delivery to the customer. Throughout the process, DCS-assigned or designated couriers oversee all material continuously.

1-7. US ARMY MEDICAL COMMAND

The US Army Medical Command (USAMEDCOM), a major Army command (MACOM), is headquartered at Fort Sam Houston, TX. This major medical command is the principal operator for delivering US Army health care. The commander is The Surgeon General (TSG). As the TSG, he is also a special staff officer on the Army Staff. USAMEDCOM provides a wide range of health care services that are delivered through 11 specialized subordinate organizations. These specialized organizations are regional medical commands (RMCs), the US Army Dental Command (DENCOM), US Army Veterinary Command (VETCOM), US Army Medical Department Center and School (AMEDDC&S), US Army Medical Research and Materiel Command (MRMC), and the US Army Center for Health Promotion and Preventive Medicine (CHPPM). See figure 1-5 for a depiction of USAMEDCOM.

a. The RMCs are responsible to USAMEDCOM for delivering health care in regional areas. USAMEDCOM has 8 US Army medical centers (MEDCENs) and 29 medical department activities (MEDDACs) that are distributed among the 6 RMCs. Another primary RMC mission is to support the Reserve components (RC), thus increasing and improving medical readiness.

b. The DENCOM maintains 28 US Army dental activities (DENTACs). These DENTACs are aligned similarly to MEDDACs and are distributed among seven dental service support areas.



c. The VETCOM has responsibility in 6 veterinary service support areas that are responsible for 21 veterinary service support districts and 214 veterinary treatment facilities located on Army, Air Force, Navy, and Marine Corps installations. The AMEDDC&S, located at Fort Sam Houston, professionally educates and trains Army Medical Department (AMEDD) personnel, members of other services, and members of federal agencies as HQ, Department of the Army (HQDA), directs. The MRMC and CHPPM are additional major subordinate organizations to USAMEDCOM.

d. By providing a wide range of services, USAMEDCOM trains and prepares itself for the expanded demands that will occur during the outbreak of hostilities or a national crisis. Current planning encompasses expanding all MEDCENs as primary receiving centers and all MEDDACs to their maximum capacity to receive casualties. The USAMEDCOM commander has overall responsibility for developing health care policy to support the warfighting CINCs' OPLANs worldwide.

1-8. US TOTAL ARMY PERSONNEL COMMAND

The US Total Army Personnel Command (USTA PERSCOM) is a major combat service support (CSS) functional command of DA. DA commands and controls it under DA Deputy Chief of Staff for Personnel (DCSPER) general staff supervision. USTA PERSCOM's mission is to distribute, manage, and develop soldiers to ensure current and future combat readiness.

Section II. Logistics Implementers

1-9. LOGISTICS CIVIL AUGMENTATION PROGRAM

Since World War II the US military has employed civilian contractors in noncombatant roles to augment military resources during contingency events in both war and military operations other than war (MOOTW). The Logistics Civil Augmentation Program (LOGCAP) leverages civilian corporate resources as facility and logistics services support multipliers that support US forces. LOGCAP provides a rapid and responsive contract capability that augments US forces' capabilities by meeting CS and CSS requirements.

LOGCAP is a DA capstone program that includes all preplanned logistics and engineering/construction-oriented contingency contracts actually awarded and peacetime contracts that include contingency clauses. Preplanned weapon system sustainment contracts, Army Service Component Command (ASCC) contingency contracts, and the AMC support contract are prime examples of augmentation contracts that fall under LOGCAP. All LOGCAP contracts support Army missions; however, they should be flexible enough to provide support to other services, coalition forces such as NATO, and UN forces.

The AMC support contract is an umbrella contract under LOGCAP that DA centrally funds. It focuses on prioritized peacetime contingency planning for augmentation logistics and engineering/construction services as CINC and ASCC commanders determine. Since DA centrally funds it, it is the most widely known LOGCAP contract and is the second-generation or follow-on contract to the US Army Corps of Engineers (USACE) umbrella contract that used Brown and Root Services Corporation as its contractor.

a. *Program background.* The Army has used contractors to provide supplies and services during both peacetime and contingencies dating back to the Revolutionary War. The genesis of LOGCAP was in 1988 when the Third US Army requested that USACE contract out a management plan to construct and maintain two petroleum pipelines in Southwest Asia (SWA) to support contingency operations. This plan, called the Southwest Asia Petroleum Distribution Operational Project Inland Petroleum Distribution System, was completed in 1989 but was never specifically implemented during Operation Desert

Storm. However, the plan did provide meaningful data for military planners to use in evaluating civilian contractor support capabilities.

LOGCAP, in its current scope, is a capstone program consisting of several types of contracting capability in support of contingency operations, one of which is the umbrella support contract USACE developed at the DA DCSLOG's direction in 1992. It was originally intended as an umbrella contract to provide an advanced acquisition planning process, in conjunction with MACOM operational planning, to use during wartime or unforeseen military emergencies. The contract called for a commercial vendor to prepare regional management plans to provide expeditious logistics services and engineering augmentation support with reasonable assurance of success and within reasonable cost. Originally, only those requirements contingency clauses did not cover in peacetime contracts were part of this program.

These plans were to address support for up to a 20,000-person Army expeditionary force within 15 candidate countries throughout the world from reception at in-country ports of debarkation (PODs) to bed-down and sustainment of forward troop support facilities. During an actual contingency event, the contractor was required to negotiate a cost-reimbursement construction/service contract line item number for the actual execution of any requirements or possibly full "turn-key" camp operations to support a declared military contingency within a particular country.

LOGCAP's guiding principle is to preplan for using global corporate resources as an alternative to support contingency operations and to augment CS/CSS force structure as required when identified shortfalls exist. Its fundamental goals are to—

- Plan during peacetime to effectively use contractor support in a contingency or crisis.
- Leverage existing, global/regional corporate resources as facility and logistics service support multipliers.
- Provide an alternative capability to meet facility and logistics service shortfalls.
- Provide a quick reaction to contingency or crisis requirements.

A contract was completed and awarded to Brown and Root Services Corporation on 3 August 1992. The contract was established as a Cost-Reimbursement Plus Award Fee Services Contract with a base year and 4 option years.

In December 1995, DA DCSLOG directed LOGCAP's program management to transition AMC from USACE with USACE retaining contract agency responsibility. The Logistics Support Activity (LOGSA), AMC's executive agent for LOGCAP program management, began working the transition in late December 1995. A detailed Memorandum of Agreement was developed to define responsibility between the command and USACE. Subsequent to this decision, the Vice Chief of Staff, US Army, on 22 April 1996, directed that AMC be designated the single proponent responsible for LOGCAP, to include awarding and managing the follow-on contract.

AMC assumed program management responsibility for LOGCAP on 1 October 1996. It awarded the support contract in January 1997 and, at that point, assumed contract management of the DA LOGCAP umbrella contract. The support contract is a hybrid fixed-fee contract for LOGCAP's planning phase. If the contract is used upon a contingency event, the contract will become a cost plus award fee contract with no base fee and up to 10-percent award fee.

b. Program concepts. LOGCAP's concept is to preplan during peacetime to use global corporate resources to support contingency events by augmenting CS/CSS force structure. The objectives are derived from identified and/or anticipated CINC/ASCC requirements and from lessons learned during previous and current events. The objectives are to—

- Establish AMC as the single, responsible agency for centralized LOGCAP management, to include planning and execution, and to implement the DA DCSLOG vision as their executive agent for LOGCAP.

- Develop, identify, train, and prepare for deploying a standing team (Team LOGCAP) with "green suit" oversight.

- Establish AMC's LSE as an immediate single "green suit" face to the customer responsible for centralized LOGCAP planning and execution.

- Identify and establish joint planning cells (AMC, CINC/ASCC, and contractor planners) to identify potential LOGCAP augmentation requirements; improve integrating the contractor into support plans for operations; plan for execution based on OPLANs or MOOTW plans; and formalize and exercise during field training exercises (FTXs), CPXs, and other planning events.

- Develop and promulgate LOGCAP doctrine both internal/stand alone (what it is/what it is not/how it is used) and external (how it can be used as augmentation support to fill identified shortfalls in CS/CSS capabilities).

- Develop and promulgate LOGCAP training and information throughout the joint and Army communities, including defense attaches.

- Build, garner, and facilitate teamwork between CINCs/ASCCs and contractors.

- Standardize LOGCAP proponency within each CINC/ASCC.

- Provide the customer a supplemental capability to Active/Reserve units, host nation support (HNS), or DOD civilians, based on the situation, availability, and cost.

- Enhance responsiveness to the customer's requirements and improve the agility to deploy rapidly.

- Enhance equipment accountability and control equipment cost.

c. Authority. LOGCAP is promulgated by Army Regulation (AR) 700-137. The DA DCSLOG is the proponent for both the regulation and LOGCAP. The AMC Deputy Chief of Staff for Logistics and Operations is the PM for LOGCAP contracting (AMC support contract) and planning/execution. The US Army Communications-Electronics Command (CECOM) is the AMC MSC contracting agency for the AMC support contract. The USAMC Logistics Support Activity (LOGSA) is the execution agency for the PM.

d. Program management and execution. AMC is responsible for LOGCAP's program management. Program management responsibilities include DA executive agency for LOGCAP, MACOM LOGCAP requirements coordination during peacetime planning, and program execution during a contingency event through the AMC support contract.

(1) CECOM is the AMC MSC assigned to manage and execute the AMC support contract. The Contracting Officer for this contract is located at Fort Monmouth, NJ. In carrying out its lead role in contract management and execution, CECOM closely coordinates with other agencies involved in LOGCAP, specifically USACE and the Defense Contracting Management District, International (DCMD-I) that provide contract administration services (CAS). This includes Administrative Contracting Officer (ACO) responsibilities during a contingency event.

(2) The AMC Logistics Support Activity (LOGSA), as LOGCAP's execution agency, will coordinate and facilitate LOGCAP peacetime planning under the AMC support contract and will coordinate and facilitate LOGCAP execution during a contingency event. LOGSA will use AMC logistics support elements (LSEs) that each have a habitual relationship with applicable supported CINCs/ASCCs as the in-theater focal point for LOGCAP management and execution.

(3) Working primarily through the CINC's and ASCC's logistics/operations planners, the AMC LSE contingency planners assist in coordinating and developing LOGCAP plans to support the various CINC's and ASCC's OPLANs.

(4) The LOGCAP AMC support contract contractor develops support plans based on identified CINC's and ASCC's specific requirements and implements the plans upon their direction during an actual contingency event. LOGCAP plans are easily adapted to meet actual contingency requirements given the preplanning efforts as reflected in OPLANs in sufficient detail to rapidly integrate contractor support as necessary.

During an actual contingency event, AMC provides a central management structure in-theater for LOGCAP with the LSE. It helps supported CINCs and ASCCs coordinate LOGCAP plan execution using "Team LOGCAP," which is a combination of existing in-theater LSE personnel and augmentees from CONUS. The AMC LSE's support relationship with the CINCs and ASCCs follows:

<u>LSE</u>	<u>LOCATION</u>	<u>CINC</u>	<u>ASCC</u>
LSE—CONUS	Atlanta, GA	CENTCOM ACOM OUTHCOM	Third Army FORSCOM USARSO
LSE—Far East	Seoul, Korea	PACOM	EUSA USARPAC
LSE—Europe	Seckenheim, Germany	EUCOM	USAREUR

e. The AMC support contract. Its primary focus is on prioritized peacetime contingency planning for augmentation logistics and engineering/construction services as CINCs/ASCCs determine. DA funds are for the contractor's planning effort only and not for execution during an actual contingency event. The requiring activity (supported CINC or ASCC) funds the required contractor services during a contingency event.

The AMC support contract is a base year contract (FY 97) with up to 4 option years (FY 98 through 01). It is structured as a firm, fixed-price contract for the contractor to provide peacetime planning for deployment and to support identified CINC and ASCC requirements during a contingency event by pre-identified contractor capabilities. If the contractor is required to execute during an actual contingency event, the contracting officer would modify the contract using a cost-reimbursement pricing structure to provide maximum flexibility and responsiveness to support military contingency operations.

Under a cost-reimbursement contract, there are no preestablished prices for required services, but there are estimated and target costs for the services to be provided. The Government is obligated to pay the contractor for all incurred costs that are reasonable, allowable, and allocable to the contract. Therefore, the requiring activity (applicable CINC and ASCC) and AMC Team LOGCAP must intensively monitor and oversee the contractor's costs.

The AMC support contract will provide an initial augmentation capability to support deployed forces during a contingency for up to 180 days. It is not intended for long-term sustainment. Therefore, AMC advises the requiring activity (CINC and ASCC) to transition support to more permanent, cost-effective sources at the earliest date if contingency operations will exceed 180 days.

The support contract's primary purpose is to provide augmentation capability to support CS and CSS requirements not covered by other means such as Active components or the RC, HNS, unplanned contingency contracting, and other preplanned contingency contracts that fall under LOGCAP. Use the LOGCAP support contract as a last resort to accomplish identified requirements in supporting OPLANs. The contract's focus is to provide planning for required logistics and construction/engineering services to augment organic military capability for base/logistics camp construction, base/logistics camp operations, and field services. However, the contract is structured to include other traditional logistics functional capabilities such as weapon system maintenance, materiel management, transportation, and port operations. This allows for a comprehensive CS and CSS augmentation that allows CINCs and ASCC commanders to source the sustainment requirements for all military contingency operations that are not available by any other means.

The AMC support contract includes contingency planning deliverables. These deliverables may include revising or updating an existing Worldwide Management Plan, revising or updating existing Regional Management Plans, developing and updating Generic Undeveloped and Developed Country Management Plans, developing and updating MACOM-Specific Requirements Support Plans, participating in exercises, and executing approved plans. The PM prioritizes and, through the contracting officer, directs requested contractor work. All of these plans include details on how the contractor would accomplish the customer's identified augmentation requirements to support a specific scenario event. This includes, but is not limited to, resources required, possible sources (including both in-theater and out-of-theater sources), estimated cost/cost control, timelines, and quality control.

If contractor services are required during an actual contingency event, ideally, the contractor will execute the requirements previously identified in the planning process. These requirements may change, however, based on mission, enemy, terrain, troops, and time available (METT-T). In either case, the applicable CINC or ASCC identifies his requirements and submits them to the contractor through the AMC contracting officer via a scope of work. The LOGCAP contractor then develops and provides the contracting officer and CINC or ASCC a rough order of magnitude (ROM) of estimated costs and performance timelines within 24 hours of receiving the scope of work. The contractor must brief both their strategy for accomplishing the identified requirements and the ROM to the CINC or ASCC. After the rough estimates of cost and performance timelines are reviewed, adjusted as necessary, and accepted, the CINC or ASCC requiring support provides the necessary funding.

These funds, along with the scope of work, are provided to the AMC contracting officer who reviews the funds and services to ensure they conform to contracting and financial policies. Upon completion, the Contracting Officer will issue a notice to proceed order to the contractor to perform the work. The prices for their services are still not firm since the contractor is entitled to be reimbursed for his incurred costs. A partnership among the AMC Contracting Officer, the AMC Team LOGCAP, the LOGCAP contractor, and the CINC or ASCC receiving support is formed to constantly monitor and control costs while ensuring responsive, effective services. The AMC lead Team LOGCAP oversees the onsite activities for ease of centralized management.

Contractor profit while executing an actual contingency event is expressed in terms of an award fee that is payable for performance. An award fee pool is available to the contractor for above-average performance. The contracting activity has developed an award fee plan with specific evaluation criteria for evaluating contractor performance. The main factors include delivery, performance, and cost control. An appointed Award Fee Board that meets at least quarterly monitors the contractor's performance. The Award Fee Board is normally comprised of representatives from DA DCSLOG; the contracting activity, AMC PM, or the AMC execution agency; the requiring activity's (CINC or ASCC) staff and deployed elements; USACE; DCMD-I; and the LSE commander. The Award Fee Board recommends an award fee to the fee determination official who is a senior AMC official. The requiring activity (CINC or ASCC) must provide representatives to the Award Fee Board and must solicit hard-hitting input on contractor

performance based on the criteria set forth in the award fee plan from field commanders and their staffs in the area of operations (AO).

f. Statement of work (SOW) capabilities. The LOGCAP AMC support contract provides for both generic capabilities plans and specific capabilities plans to provide augmentation support to CS/CSS units in accomplishing logistics and engineering/construction requirements. Its primary focus is to provide planning for required logistics and construction/engineering services capability to augment organic military capability for base camp construction, base camp operations, and field services. However, this contract is structured such that it can provide for a comprehensive CS/CSS augmentation capability that may provide commanders with an alternative means to source the sustainment requirements for all military contingency operations not immediately available by other means. If required, augmentation support may include, but is not limited to—

(1) Supply operations. Classes I (rations) and water; II (organizational clothing and equipment, and administrative supplies); III (POL—both bulk and package); IV (construction materials); V (ammunition, to include ammunition supply point operations); VI (personal demand items), VII (major items); VIII (medical supplies); and IX (repair parts), including requisition, storage, issue, accountability, and materiel management.

(2) Field services. Clothing exchange and bath; laundry; clothing repair; food service; mortuary affairs (within specific parameters); sanitation, including hazardous waste; billeting; facilities management; morale, welfare, and recreation; information management; postal operations; and administration such as personnel support and financial support.

(3) Other operations/services. Maintenance [table of distribution and allowances (TDA) equipment, including ADPE and tactical equipment or components thereof—unit through general support (GS) level], transportation [movement control, cargo transfer, motor pool, port/ocean terminal operations, line-haul, local haul, arrival/departure air control group], medical services (supply, maintenance, transportation, administration, and vector control services), engineering/construction (bed-down and facilities construction/renovation and repair, site preparation, facilities engineering, road/bridge/rail/runway/port/pipeline/walkway construction and/or repair, temporary real property leasing, utilities of fixed facilities repair/upgrade), signal (telephone cable repair, cable, wire, and antenna installation and access to communications networks), retrograde (equipment and materiel), and guard services.

(4) Deliverables. The SOW includes several deliverables the contractor must either provide or prepare to provide. A summary of each follows:

(a) Worldwide Management Plan—a generic capabilities plan that provides a general description of equipment (including pre-positioned equipment), materials, personnel, and supporting services required to receive, house, and sustain 25,000 personnel in eight base camps (one rear and seven forward) for up to 180 days. It also addresses the contractor's strategy and methodologies necessary to execute this effort during an actual contingency. The plan is based on a force consisting of a mix of combat, CS, and CSS elements. Although it is perceived that the preponderance of this force will consist of US Army forces, the plan calls for support to a mix of other service, coalition, multinational, and other government/nongovernment agency components to support joint, combined, coalition and/or multinational operations, and MOOTW such as peace operations or humanitarian assistance missions. Fifteen days after notification, the LOGCAP contractor is required to initiate logistics and construction/engineering capabilities to receive and support 1,500 personnel per day through sea and air PODs. The contractor will prepare to sustain support beyond 180 days for a force up to 50,000 troops. The plan addresses the contractor's strategy to construct the base camps from the ground up and/or construct the Army's Force Provider system modules. In addition to facilities services and field services, the generic

management plan also provides the contractor's strategy and capability to perform other traditional logistics functions as depicted above.

(b) Generic Undeveloped and Developed Country Management Plans—generic capabilities plans that used the Worldwide Management Plan as a baseline but tailored it to two specific hypothetical scenarios: a country that is undeveloped (Third World) with little or no infrastructure and a weak, nonexistent government such as Somalia, and a country that is developed with infrastructure and a viable and diplomatically recognized government such as Hungary. The plans address the contractor's strategy for overcoming the unique obstacles the contractor would face in mobilizing, deploying, and providing required support in each scenario.

(c) Regional Management Plans—specific capabilities plans that used the existing Worldwide Management Plan as a baseline to provide detailed logistics and construction/engineering management plans on a regional basis based on the specific planning scenario the requiring activity (CINC or ASCC) prescribes. The objective of these plans is to consolidate logistics and engineering planning support and define resources/infrastructure common to specific countries/scenarios within each defined region in planning to support that region. There are currently 13 Regional Management Plans.

(d) MACOM-Specific Requirements Support Plans—specific capabilities plans based on CINC or ASCC-identified requirements that support specific OPLANs or MOOTW plans. These plans provide a detailed description of equipment (including pre-positioned equipment), materials, supporting services, required personnel and skills, and potential suppliers required to support CINC- or ASCC-identified requirements to support specific OPLANs and MOOTW plans.

(e) Exercise participation supporting approved plans. At the Contracting Officer's direction, the contractor will participate in both CPXs and FTXs to verify that the existing management plans are complete and accurate. Participation length and complexity in these exercises will vary based on funding and availability.

g. *Executing approved plans.* When the CINC or ASCC notifies the contractor that services are required and the contracting officer directs him via a notice to proceed, the contractor will deploy to a selected country or region and implement the required augmentation logistics and construction/engineering services to execute that specific contingency mission event. The contractor's advance team will depart from its CONUS location within 72 hours of the notice to proceed. The advance team's composition will be based on the approved plan for the contingency event and any special requirements of the country or region. Upon deployment, the intheater LSE commander will provide the centralized management structure for executing the LOGCAP AMC contract. As such, he will provide coordinating authority over the contractor without usurping the contractual lines of communication (LOC) with the Contracting Officer or ACO. The contractor must prepare to support three simultaneous contingency events.

h. Responsibilities.

(1) DA DCSLOG—

- Provides both Army and joint staff proponentcy for LOGCAP.
- Establishes and provides policy, guidance, and direction for the program.
- Serves as the Army point of contact (POC) for the Planning, Programming, Budgeting, and Execution System, including Management Decision Package (MDEP) management for LOGCAP.

(2) AMC—

- Implements overall policy, guidance, and direction as DA's executive agent for LOGCAP.
- Performs program management of LOGCAP with AMC HQ.

- Continuously improves LOGCAP doctrine development, staffing, and training.
- Awards, manages, and executes the LOGCAP umbrella contract (AMC support contract).
- Uses the LSEs to coordinate LOGCAP AMC support contract planning and execution.
- Advises and facilitates the incorporation of LOGCAP AMC support contract capabilities into CINC and ASCC OPLANs through the foundation LSE planning staffs in concert with USACE and DCMD-I in-theater planners.
- Prioritizes LOGCAP AMC support contract planning requirements based on funding availability.
- Provides a single “face to the field” for LOGCAP AMC support contract centralized management during a contingency event through the LSE commander.
- Identifies, trains, and deploys a standing augmentation team (consisting of AMC, USACE, and DCMD-I personnel) under the LSE to provide a centralized management structure at each approved LOGCAP site responsible for executing LOGCAP AMC support contracts during a contingency event.
- Advises the Acquisition Review Board, CINCs, and ASCCs on LOGCAP AMC support contracts and other alternative AMC support capabilities to meet requirements.
- Assists the CINC or ASCC in overseeing LOGCAP AMC support contract contingency disposition. Assumes property accountability responsibility when and if asked.
- Assists the CINC or ASCC in coordinating contractor insertion in Status of Forces Agreements (SOFAs), TPFDD, and deployment with the TRANSCOM, host nation, and applicable US Embassy/Consulate when asked.

(3) USACE—

- Provides the AMC LSE commanders with construction and engineering technical advice and expertise during LOGCAP planning and execution as the DOD proponent for contract construction.
- Participates with the AMC LSE contingency planners and CINC/ASCC contingency planners in the joint planning process by providing construction and engineering expertise to support LOGCAP plan development and exercise participation.
- Provides in-theater engineering and contract management expertise and quality assurance support for contractor construction activities during LOGCAP event execution.

(4) DCMD-I—

- As DOD proponent for CAS, provides the AMC contracting activity and LSE commander with CAS technical advice and expertise while planning and executing LOGCAP.
- Participates with the AMC LSE contingency planners and CINC/ASCC contingency planners in the joint planning process by providing contract administration, quality control and assurance, technical advice and expertise in support of LOGCAP plan development and exercise participation.
- During LOGCAP event execution, provides in-theater contract administration, quality control and assurance, technical advice and expertise for the LOGCAP AMC support contract.

(5) CINCs and/or ASCCs—

- Designate a single staff proponent that is responsible for planning and executing LOGAP.

- Include the AMC LSE early in the deliberate contingency planning process for OPLANs/MOOTW plans. Assists AMC on doctrinal mission support capabilities as well as LOGCAP support contract capabilities.
- Consider using LOGCAP early in the planning process as an alternative source capability of last resort in meeting logistics and construction/engineering requirements.
- Establish and facilitate a joint planning team consisting of its contingency planner and planners from the AMC LSE, USACE, and DCMD-I to advise and assist on LOGCAP capabilities.
- Identify specific potential requirements based on specific OPLANs/MOOTW plans for LOGCAP augmentation support.
- Participate as the LOGCAP contractor develops plans and include the contractor as part of the planning and execution teams.
- Include approved LOGCAP support capabilities participation in CPXs and/or FTXs.
- Include AMC's Team LOGCAP as part of the planning and execution team and incorporate them early in the TPFDD flow for each applicable OPLAN/MOOTW plan.
- Develop and provide a detailed SOW for LOGCAP augmentation requirements (preferably preestablished in the deliberate planning process).
- Define quality-of-life and functional standards for the contractor to plan for and execute.
- Incorporate the LOGCAP AMC support contractor in applicable SOFAs and coordinate contractor deployment during an actual contingency event with the applicable HN government and embassy, and transportation command (TRANSCOM).
- Fund LOGCAP execution during an actual contingency event. This includes providing sufficient startup funding and giving funding authority to the AO commander.
- Establish an Acquisition Review Board in the AO during a contingency event control, approve, prioritize, and source new requirements.
- Assign a central focal point and subject matter experts (SMEs) at each approved LOGCAP site in the AO to coordinate with Team LOGCAP members to properly articulate requirements and contractor compliance within the confines of the contract.
- Participate in LOGCAP AMC support contract Award Fee Evaluation Boards during a LOGCAP contingency event that includes soliciting hard-hitting input from customers in the AO based on preestablished evaluation criteria.
- Provide physical security for LOGCAP contractor personnel in the AO during a contingency event.
- Oversee and control all contractor-issued ground force equipment and ground force maintenance and commercially purchased equipment, and orchestrate its disposition at the conclusion of the contingency.

(6) The LOGCAP umbrella contract (AMC support contract) contractor—

- Assigns a central planning cell dedicated to a CINC or ASCC based on approved identified augmentation requirements, and the PM's available funding.
- Participates in the CINC/ASCC joint planning process by providing planning deliverables based on specifically identified augmentation requirements. Planning deliverables include potential suppliers to ensure expeditious execution during an actual contingency event.
- Participates in CPXs and/or FTXs as requested and upon the contracting officer's direction.

- Develops rough order of magnitude (ROM) costs based on CINC/ASCC-identified requirements in the SOW (preferably in the deliberate planning process) and back briefs the requiring activity (CINC/ASCC) on the developed support plan and ROM before execution.
- Coordinates all personnel and equipment lift timelines with the CINC/ASCC to ensure availability of aerial PODs (APODs) and sea PODs (SPODs).
- Mobilizes and provides required logistics and construction/engineering support within agreed-to contractual timelines.
- Ensures proper level of leadership, proper cost control procedures, and proper accountability procedures in the AO to prudently control Government resources as if they were another organic unit using austere unit resources.

i. Operational strengths:

(1) Quick and responsive support. The contractor deploys an advance party within 72 hours of CINC/ASCC approval. Within 15 days after notification, he provides specified logistics and construction/engineering support to deployed forces.

(2) Flexible and tailorable support. The contractor can provide a comprehensive range of CS and CSS logistics and construction/engineering augmentation support functions. This augmentation is well suited for early entry, sustainment, and redeployment/retrograde requirements.

(3) Provides own strategic lift capability. Once activated during an actual contingency event, the contractor can provide for his own intertheater and intratheater lift, often through foreign flag carriers. This lift is costed in the ROM and coordinated with and financed by the requiring activity (CINC/ASCC). This allows the contractor flexibility in meeting required timelines without having to rely solely on heavily competed for TRANSCOM strategic lift capabilities.

(4) Rapid response capability. Through participating in the contingency deliberate planning process as part of the planning team, the contractor has developed or will develop support plans based on identified CINC/ASCC augmentation requirements to support specific OPLANs/MOOTW plans. He is prepared to deploy and expeditiously execute these plans upon a contingency event.

(5) Capitalizes on existing global/regional corporate resources. The contractor can use his own managerial and technical assets and/or can rapidly subcontract with CONUS-based, local, and regional contractors. Many of these subcontracts are preestablished and negotiated to expedite required augmentation support.

j. Planning. The AMC PM facilitates planning for LOGCAP AMC support contract capabilities through his staff and the AMC “foundation” LSE planners. This planning includes but is not limited to—

- Advising CINCs and ASCCs on the LOGCAP AMC support contract and its capabilities.
- Incorporating LOGCAP capabilities into OPLANs and MOOTW plans.
- Revising, developing, and promulgating LOGCAP and its capabilities as part of Army doctrine.
- Exercising plans in CPXs and/or FTXs.

AMC has foundation LSEs in Atlanta, GA; Seckenheim, GE; and Seoul, Korea. "Foundation" is defined as a cadre organization that coordinates and provides AMC doctrinal mission support capabilities to supported CINCs and ASCCs in peacetime and is built upon with augmentation personnel and skills from other AMC agencies and commands during a contingency as required in support of METT-T. A colonel commands these foundation LSEs that habitually support applicable CINCs and ASCCs.

AMC has assigned logistics/operations planners within each foundation LSE. These planners develop the overall AMC contingency support plans that support all supported CINCs' and ASCCs' OPLANs/MOOTW plans. These contingency support plans will be appendixes to annex D, Logistics, in each OPLAN and will address AMC doctrinal mission capabilities that support the individual OPLAN. These planners also advise the CINC and ASCC planners on LOGCAP AMC support contract capabilities. For construction and engineering service expertise regarding LOGCAP, they coordinate with and rely on the applicable theater USACE element planners for technical advice and assistance. For CAS expertise regarding LOGCAP, they rely on the applicable theater DCMD-I element planners for technical advice and assistance.

During the contingency deliberate planning process, the CINC and ASCC logistics operations planners (J4/DCSLOG/DCSENG/DCSOPS) identify potential requirements for LOGCAP augmentation to support their existing OPLANs in concert with the AMC LSE planners. These identified requirements must specify, in as much detail as possible, particulars such as quality-of-life and functional standards, timelines, and affordability. The CINC/ASCC contingency planners must include the LSE planners early in the planning process to ensure AMC doctrinal mission capabilities and LOGCAP augmentation capabilities are fully considered and understood. These planners seek the in-theater USACE element planners' and DCSENG planners' advice and assistance on construction/engineering services as well as the in-theater DCMD-I element planners and the contracting command/Principal Assistant Responsible for Contracting on CAS. These planners make up the LOGCAP joint planning cell, with the CINC/ASCC LOGCAP staff proponent heading up the team. The team should advise the CINC/ASCC resource manager on agreed-upon LOGCAP contractor augmentation requirements so he may plan accordingly.

The theater USACE element commander and his staff support those CINC/ASCC and engineer units having facilities management and construction missions. Their missions include functioning as the DOD executive agent for contract construction responsibilities; providing USACE liaison to the CINC/ASCC staff engineers; planning and designing theater facilities for contract construction; providing quality assurance for contract and troop construction, if requested; providing technical advice and assistance for contract construction, to include the AMC support contract; planning for and acquiring real estate; providing technical support to Theater Construction Management System and Theater Army Construction Automated Planning System users; and managing finance and accounting for all appropriated military construction funds provided for in-theater construction.

In the deliberate planning process the CINC/ASCC engineering staffs determine the base development plan to support the given OPLAN. The senior engineer command must consider the best alternative construction capabilities (Active/Reserve units, HNS, contingency contractor, or LOGCAP) and materiel sources in developing a time-phased plan for constructing the needed facilities. The theater USACE element commander and his staff advise and assist the CINC/ASCC staffs and senior engineering command during this planning process. Any LOGCAP contract construction/engineering technical advice and assistance is fully coordinated with the AMC LSE commander or his planners who are the central focal point for LOGCAP planning and execution.

The theater DCMD-I element commander and his staff provide support to the CINC/ASCC and contracting command having contract management missions. Their mission includes functioning as the DOD executive agent for CAS responsibilities. This includes providing technical advice and assistance on CAS; providing ACOs for individual contracts; providing contract quality assurance, to include

cost/price expertise and property control expertise; and, if requested, providing technical advice and assistance for CAS on the AMC support contract.

Once the CINC or ASCC has identified the LOGCAP augmentation requirements that will support specific OPLANs/MOOTW plans in concert with the AMC, USACE, and DCMD-I planners, the LOGCAP AMC support contract contractor is called in to the planning process as part of the joint planning team. However, before the decision is made to use the LOGCAP AMC support contract contractor, the CINC or ASCC planners must consider all other alternative sources for accomplishing the OPLAN contingency support requirements. The other available sources the CINC/ASCC must consider first in relative priority are Active component CS/CSS units; Reserve/National Guard CS/CSS units; HNS and other coalition forces; unplanned for, on-the-spot contracting capability; and other preplanned LOGCAP contracts outside the LOGCAP AMC support contract.

The AMC PM prioritizes competing CINC/ASCC requirements for LOGCAP augmentation support plans the contractor will develop based on the available DA annual funding in the MDEP. If there is not enough DA funding to accomplish all required planning in a given FY, an applicable CINC/ASCC has the option of funding for his particular planning. The alternative is to wait for the next FY to accomplish the planning when additional funding becomes available. The PM facilitates plan development or revision by coordinating contractor visits and efforts through the applicable LSE to or for the requesting CINC/ASCC customer.

The CINC/ASCC contingency planners participate in the contractor-developed plans with the AMC LSE planners and include the contractor as part of the planning and execution team. It is critical that all parties fully understand the contractor's role and responsibilities. Once the contractor support plans are completed, they are incorporated into each existing OPLAN in which LOGCAP augmentation support is identified. The CINC/ASCC includes approved LOGCAP support capabilities participation in CPXs and/or FTXs. The applicable AMC LSE coordinates with its supported CINC/ASCC planners for LOGCAP requirements participation in the exercise and with the PM for required contractor and/or Team LOGCAP play. The PM determines whether MDEP funding is available to support an exercise. If not, the PM may request the requiring CINC or ASCC to fund the contractor and/or a portion of Team LOGCAP.

The LOGCAP AMC support contract contractor assigns a planning cell dedicated to a CINC or ASCC based on approved identified LOGCAP augmentation requirements and funding availability from the PM. The contractor participates in the joint planning process by providing planning deliverables (support plans) based on specifically identified augmentation requirements. These planning deliverables address and provide for all necessary activities, personnel, supervision, management, equipment, materials, communications, transportation, facilities, supplies, potential suppliers, and cost estimates to accomplish all CINC/ASCC-identified logistics and construction/engineering augmentation activities for a specifically designated OPLAN.

The AMC LSE planners coordinate with the CINC or ASCC LOGCAP proponent to include Team LOGCAP personnel into the early flow of all approved OPLANs' TPFDD; include the contractor in all applicable SOFAs; and coordinate contractor deployment during an actual contingency event with the applicable HN government, US Embassy/Consulate, and USTRANSCOM. This coordination is required to ensure that all relevant agencies are aware of the deployment and employment of the LOGCAP contractor to ensure the timely and efficient flow of contractor personnel, equipment, and materials without constricting military APODs and SPODs. The CINC or ASCC must include USTRANSCOM in the deliberate planning process to determine its capability to support contractor lift requirements. The contractor provides for his own lift to meet the timelines agreed to in applicable plans if USTRANSCOM cannot meet those timelines.

The PM promulgates LOGCAP and its capabilities through continuous doctrine training, education, revision, and development. A training plan has been developed for all AMC LSE planners and for Team LOGCAP (a predesignated standing team that deploys early in an event to centrally manage LOGCAP execution. This team is described in further detail in paragraph *k*). The plan consists of a program of instruction that describes LOGCAP and its capabilities as an augmentation to existing CS/CSS capabilities. It also provides detailed roles and responsibilities and what can be expected upon deployment. The AMC LSEs assist the PM in follow-on training to CINC's and ASCC's staffs and subordinate commanders.

The PM has developed an information brief and takes it on the road with the DA DCSLOG staff to educate the Army/joint community on the what, why, where, when, and how of LOGCAP. The PM has tailored the brief to meet each audience's needs. The target audience includes CINC or ASCC staff elements, defense attaches, precommand courses, the capstone course, all CS/CSS commands down to battalion level, the CASCOM Commanders' Conference, the AMC Executive Readiness Conference, four-star commanders' conferences, and the senior service colleges.

The PM also coordinates LOGCAP revision and development as part of Army/joint doctrine. This includes, but is not limited to, updating AR 700-137, LOGCAP, and all applicable Army field manuals (FMs). The verbiage discusses what LOGCAP is, what it is not, proponents, responsibilities, and procedures for using it.

k. Execution. When LOGCAP AMC support contract augmentation support is required during an actual contingency event, AMC executes in-theater program and contract management through the applicable LSE commander and his staff. The LSE commander functions as the central focal point to the customer for LOGCAP AMC support contract in-theater planning and execution. He essentially becomes the "one LOGCAP AMC support contract face to the customer."

The AMC LSE commanders doctrinal mission is to enhance readiness through integrated application of AMC's logistics power projection of CONUS-based technical capabilities to deployed units within any theater of operation. He currently accomplishes this by providing integrated C² of all deployed AMC elements, integrating wholesale-level logistics support into a theater, advising the CINC/ASCC commander on and filling logistics gaps with CONUS-based AMC doctrinal technical capabilities, tailoring support based on commanders' desires and METT-T, and preparing to take on other missions the CINC or ASCC commander directs. This traditional mission complements his newly assigned additional role as the central focal point to the customer for LOGCAP by allowing him to advise and assist the CINC/ASCC commander on alternative logistics capability augmentation vice solely LOGCAP.

The LSE commander works for either the senior logistics command commander or the JTF/ASCC commander depending on the CINC's/ASCC's desires. As the central focal point for LOGCAP in theater for planning and execution he provides the current status of all LOGCAP initiatives and actions to the CINC/ASCC commanders and staff.

The LSE commander develops a direct working relationship with the in-theater USACE element commander and relies on his and his staff's expertise on engineering construction services regarding the LOGCAP AMC support contract. The LSE commander also develops a direct working relationship with the in-theater DCMD-I element commander and relies on his and his staff's expertise on contract administration services regarding the LOGCAP AMC support contract.

The LSE commander, as the central focal point for LOGCAP execution during an actual contingency event, coordinates an oversight team called Team LOGCAP. This team consists of LSE, USACE, and DCMD-I staff planners; the contract ACOs; and contact teams at potentially each base camp. These contact teams consist of AMC logistics experts as coordination team leaders and the AMC central focal

point for centralized LOGCAP management and execution at the assigned base camp, USACE engineer and quality experts, and DCMD-I contract administrative/quality experts who function as the conduit between the customers and the contractor to ensure proper articulation of, and compliance with, LOGCAP AMC support contract requirements.

Team LOGCAP's mission is to provide a central management structure and conduit of information for ensuring the smooth execution of LOGCAP requirements during an actual contingency event. The team is selectively manned, equipped, and trained in preparation to—

- Deploy worldwide to support any contingency using LOGCAP capabilities.
- Advise the requiring activity on LOGCAP capabilities.
- Integrate LOGCAP augmentation capabilities into the deployed force structure to meet METT-T requirements.
 - Assist the customer in articulating approved logistics and construction/engineering requirements to the contractor and ensuring compliance.
 - Facilitate customer and contractor teaming to accomplish the mission.
 - Assist in immediately capturing and reporting accurate contract costs.

In a projected worst-case, one-event scenario, the team would consist of 30 personnel. This is broken down into the LSE commander and his four planners, four in-theater USACE element planners, four in-theater DCMD-I element planners, two ACOs, five AMC logistics experts (contact team leaders), five USACE engineer/quality experts, and five DCMD-I CAS quality experts. The LSE commander and AMC LSE, USACE, and DCMD-I planners provide advice and assistance on LOGCAP capabilities during peacetime and deploy during a contingency event as part of Team LOGCAP to centrally manage LOGCAP execution during the event. The ACOs and contact team members are augmentees who are precontingency rostered and deploy during an actual contingency event and fall under the LSE commander to assist in managing LOGCAP.

The LSE commander and his four logistics planners come from one of the three applicable foundation LSEs that habitually support the CINC/ASCC given the contingency mission. These five individuals are the core of Team LOGCAP. They become the center of gravity for planning and executing LOGCAP during a contingency event.

The four in-theater USACE element planners provide the LSE commander with peacetime planning technical construction/engineering advice and assistance concerning LOGCAP and deploy as part of the forward USACE element and continue to provide this same service as required. This is in concert with the USACE mission concerning DOD construction agent responsibilities. These individuals advise the LSE commander on construction/engineering matters involving LOGCAP use while performing their previously identified primary USACE mission.

The four in-theater DCMD-I element planners provide the LSE commander with peacetime planning technical contract administration/quality services advice and assistance concerning LOGCAP and deploy as part of the CAS team and continue to provide this same service as required.

The Contracting Officer designates the ACOs. The ACOs come from either AMC, USACE, the MACOM, and/or DCMD-I. In most cases, they will come from either USACE and/or DCMD-I. The contracting activity, CECOM, and the Contracting Officer determine this. The individuals appointed are identified by name, trained on LOGCAP, prepared for overseas movement, and prepared to deploy. The Contracting Officer issues each ACO an authorization document clearly articulating his responsibilities, authorization, and limitations. Certain scenarios may call for only one ACO.

The five AMC logistics experts lead the contact teams at each base camp (one per base camp but may expand based on number of base camps). The actual number for a given event may be more or less than this and is adjusted as necessary. If more, AMC may assign more than one base camp to a given expert on a regional/geographic basis. These individuals—

- Function as the LSE commander's central coordinating focal point at the assigned base camp for LOGCAP execution during an event.
- Advise the base camp commander, mayor, or appointed staff element on LOGCAP capabilities and coordinate all LOGCAP requirements.
- Advise on other possible alternative means other than LOGCAP to meet pending requirements.
- Facilitate teaming the customer and contractor to ensure compliance with articulated requirements and mission accomplishment.
- Perform quality assurance on LOGCAP contractor performed logistics services. This is done in conjunction with the senior logistics command located at the base camp through their SMEs.
- Perform contracting officer representative duties if so delegated.

The five USACE engineer experts collocate with the AMC logistics expert (one per base camp) at an assigned base camp as part of the Team LOGCAP contact team. The actual number for a given event may be more or less than this and is adjusted as necessary. If more, the USAMC LSE commander, with the USACE forward element commander, may assign more than one base camp to a given expert on a regional/geographic basis. These individuals—

- Advise the base camp commander, mayor, or appointed staff element on engineering/construction, LOGCAP capabilities and coordinate technical engineering/construction and LOGCAP requirements.
- Perform quality assurance on LOGCAP contractor-performed construction and engineering services. This is done in conjunction with the senior engineering command located at the base camp.
- Facilitate teaming the customer and contractor to ensure compliance with construction/engineering requirements and mission accomplishment.
- Function as the USACE forward element commander's field "eyes and ears" in performing their DOD construction agent responsibilities.

The five DCMD-I contract quality experts collocate with the AMC logistics expert (one per base camp) at an assigned base camp as part of the Team LOGCAP contact team. The actual number for a given event may be more or less than this and is adjusted as necessary. If more, the AMC LSE commander, with the DCMD-I CAS commander, may assign more than one base camp to a given expert on a regional/geographic basis. These individuals—

- Provide contract administration, quality control, and assurance services to ensure that requirements identified and performed comply with the contract terms.

- Advise the AMC logistics expert (contact team leader), ACO, and customer of aberrations or non-compliance and recommend solutions.
- Ensure the contractor complies with the required property control plan as identified in the SOW.

Team LOGCAP may be augmented with additional experts who deploy to the CINC or ASCC staff levels and advise and assist on LOGCAP capabilities and assist in facilitating LOGCAP questions/issues/answers.

During an actual contingency event, the CINC or ASCC will develop and provide to the AMC PM a detailed SOW for specific LOGCAP augmentation requirements (preferably preestablished in the deliberate planning process). The SOW will include both quality-of-life and functional standards for the contractor to execute.

The CINC or ASCC will establish an Acquisition Review Board in the AO to control, approve, prioritize, and source new requirements. The LSE commander sits as a voting member on the in-theater Acquisition Review Board and advises the board on alternatives for accomplishing new logistics and construction/engineering requirements. The J4/G4/DCSLOG chairs the board, and other members may include a representative from the senior logistics command, US liaison office to the ministry of defense/HNS, USACE, resource management, contracting command, other services or agencies, and DLA. The board prioritizes new requirements and allocates workload to Active/Reserve units, ministry of defense/HNS, other commercial sources, or LOGCAP in that relative order based on criticality, timeliness, quality, administrative effort, and cost.

The CINC or ASCC funds the LOGCAP contractor services during an actual contingency event. This includes providing sufficient startup funding for the contractor to mobilize, deploy, and begin work and giving funding authority to the AO commander so he can oversee funding levels and can strike and maintain a balance between requirements and funding.

The CINC or ASCC must assign a central focal point in-theater at the operational level (J4/G4/senior logistics commander) as the LOGCAP staff proponent for the LSE commander to interface with and advise on the status of contractor performance/issues. In addition, the CINC or ASCC must assign a central focal point and SMEs at each approved LOGCAP site in the AO to coordinate with Team LOGCAP members to ensure proper articulation of requirements and contractor compliance within the parameters of the SOW and contract. These SMEs should attend the Contracting Officer Technical Representative course to prepare for the possibility of the LOGCAP AMC support contract Contracting Officer delegating limited authority upon an event.

The CINC or ASCC must provide physical security for all LOGCAP contractor personnel deployed to the AO during the contingency event. He also must oversee and control all contractor-issued government-furnished equipment/government-furnished materials as well as contractor-purchased or leased equipment and orchestrate its disposition at the conclusion of the contingency unless they ask AMC to assume this responsibility.

The CINC or ASCC must participate in LOGCAP AMC support contract Award Fee Evaluation Boards during a contingency event. He must thoroughly evaluate the contractor's performance, timeliness, and cost containment and document both the accolades and shortfalls. This includes soliciting hard-hitting input from commanders, base camp SMEs and mayors, and other customers in the AO based on the preestablished evaluation criteria.

The LOGCAP umbrella contract (AMC support contract) contractor develops a rough order of magnitude (ROM) of estimated costs based on the CINC/ASCC-identified requirements in the SOW (preferably preestablished in the deliberate planning process) and back briefs the requiring activity (CINC or ASCC) on the developed support plan and the ROM before execution.

The contractor deploys an advance party within 72 hours of CINC/ASCC approval, and within 15 days after the Contracting Officer's notification to proceed, begins providing specified logistics and construction/engineering support to deployed forces. The contractor will coordinate all personnel, equipment, and material lift timelines with the requiring activity to ensure availability of and reduce constriction of APODs and SPODs. The CINC or ASCC will, in turn, coordinate this lift flow with TRANSCOM for possible support. If TRANSCOM cannot support the lift requirements within the prescribed contractual timelines, the contractor will hire his own lift.

The contractor provides a proper level of leadership on the ground at all times to address concerns with theater command representatives ranging in grade from noncommissioned officer up to and including general officer. The contractor will also ensure proper cost control procedures and proper accountability procedures are affected in-theater to prudently control Government resources as if it (the contractor) was another organic unit using austere unit resources.

1-10. LOGISTIC SUPPORT ELEMENT

AMC has a role at all three levels of doctrinal logistics. AMC's LSE spans the bridge between the strategic and tactical levels, thereby helping create a seamless logistics system. Refer to FM 63-11 for a detailed discussion of the LSE.

The LSE, a TDA activity, performs logistics functions not normally performed by table of organization and equipment (TOE) units. It is an organization that AMC may staff with any combination of civilian and military personnel required to perform specialized tasks. Civilians may be DOD, or they may be contractors who agree to deploy to support highly sophisticated equipment. AMC designates on a personnel roster and the LSE contingency TDA those military and DOD civilian personnel who can fill special LSE requirements. The LSE's unique skills include depot maintenance, oil analysis, test equipment calibration, ammunition surveillance, pre-positioned strategic stock release, materiel fielding technology insertion, and battle damage assessment.

The LSE plays a vital role in all contingencies involving war and across the full range of military operations. The ASCC normally assigns or attaches OPCON of the LSE to the theater army area command (TAACOM) or theater support command (TSC). However, the ASCC determines who will lead any particular logistics support operation based on METT-T. In many domestic and small non-military contingencies, it is conceivable that the LSE may become the initial lead element, controlling other DOD elements. In other cases, as the numbered logistics HQ begin to redeploy, the LSE may assume proponentcy for logistics C². The LSE will maintain the appropriate technical ties to AMC, DLA, the US Army Training and Doctrine Command (TRADOC), and FORSCOM. When the LSE is assigned or attached to the TAACOM or TSC, the TAACOM or TSC will identify force requirements and assign tasks and priorities. The TAACOM or TSC will battle roster selected positions from the LSE to support its operations.

The LSE is a flexible, civilian-dominant TDA organization that provides depot-level logistics and limited GS. It consists of a small peacetime cadre with the remaining positions designated on a personnel roster and contingency TDA. It can be assigned or attached to the TAACOM or TSC or operate independently of the theater logistics C² element. Its functional areas retain technical lines with AMC major commands. The LSE is flexible, rapidly deployable, and capable of adapting to deployed organizations' changing requirements and capabilities. Like other supporting organizations, it augments

the TAACOM or TSC with personnel and equipment that deploy to the AO. The LSE shortens the logistics pipeline by providing the identical support in-theater that AMC provides in CONUS.

a. Mission. The LSE's mission is to enhance readiness through integrated application of AMC's logistics power projection of CONUS-based technical capabilities to deployed units within any theater of operation. The LSE accomplishes its mission by—

- Providing integrated C² of all AMC elements.
- Integrating national-level logistics support into the theater.
- Filling logistics gaps with CONUS-based AMC doctrinal technical capabilities.
- Advising the TAACOM or TSC on AMC technical capabilities.
- Tailoring support based on TAACOM or TSC commanders' desires and METT-T.
- Preparing to take on other missions as the TAACOM or TSC commander directs.

Bottom line: The footprint the AMC LSE may place in the theater or AO depends on the TAACOM or TSC commander's desires or METT-T.

b. Organization. The LSE supports the TAACOM or TSC using a flexible combination of military, DOD civilian, and contractor personnel. It tailors its capabilities and size based on METT-T. The LSE is a C² element designed to supervise and/or coordinate all in-theater support provided by applicable AMC activities and organizations, both those permanently assigned to the theater and those deployed temporarily for specific missions. It is the forward element of the national logistics base that provides support at the operational and tactical levels across the spectrum of war and peacetime engagements, including supporting multinational and joint operations. Organized on a TDA, the LSE is a contingency organization with personnel identified against its requirements. The personnel are, primarily, from organizations within AMC. However, others may come from RC units, contractors, and other DOD agencies. Logistics Assistance Program (LAP) personnel and a core of other early deployers are prepared to deploy on short notice. In addition, Army augmentees, contractors, attached units, and HN personnel may augment the LSE. Figure 1-6 depicts the contingency LSE.

c. Foundation LSE. In peacetime there are three foundation LSEs: in Europe, the Far East, and in CONUS. They serve as the forward elements that can call forward augmentation from the strategic base. LSE-CONUS supports the US Army Central Command (CENTCOM), US Army Southern Command (SOUTHCOM), and US Army Atlantic Command (ACOM); LSE-Europe supports the US Army European Command (EUCOM); and LSE-Far East supports the US Army Pacific Command (PACOM). Each foundation LSE is a TDA organization. AMC minimally staffs each foundation LSE with cadre personnel during peacetime. Foundation LSEs perform peacetime operational missions and plan for contingencies. During war or contingency, they are the LSE's forward element. They advise the supported commander of AMC/LSE capabilities and call forward additional capabilities based on the commander's desires and METT-T. The foundation LSEs ensure a smooth transition from peacetime to an operational mode.

d. LSE rear. The AMC Logistics Support Activity (LOGSA), commonly referred to as LSE-Rear during exercises and contingency operations, is an operations and planning element responsible for contingency planning and exercises. The Logistics Support Division, LOGSA, serves as the AMC executive agency/PM for the LSE and supports the deployed LSE. It remains in CONUS to identify materiel requirements and validate personnel requirements for the deployed element. In peacetime, it manages the LSE deployment program and provides backup support to the LSE during operations. It forwards the validated personnel requirements to the AMC DCSPER for resourcing.

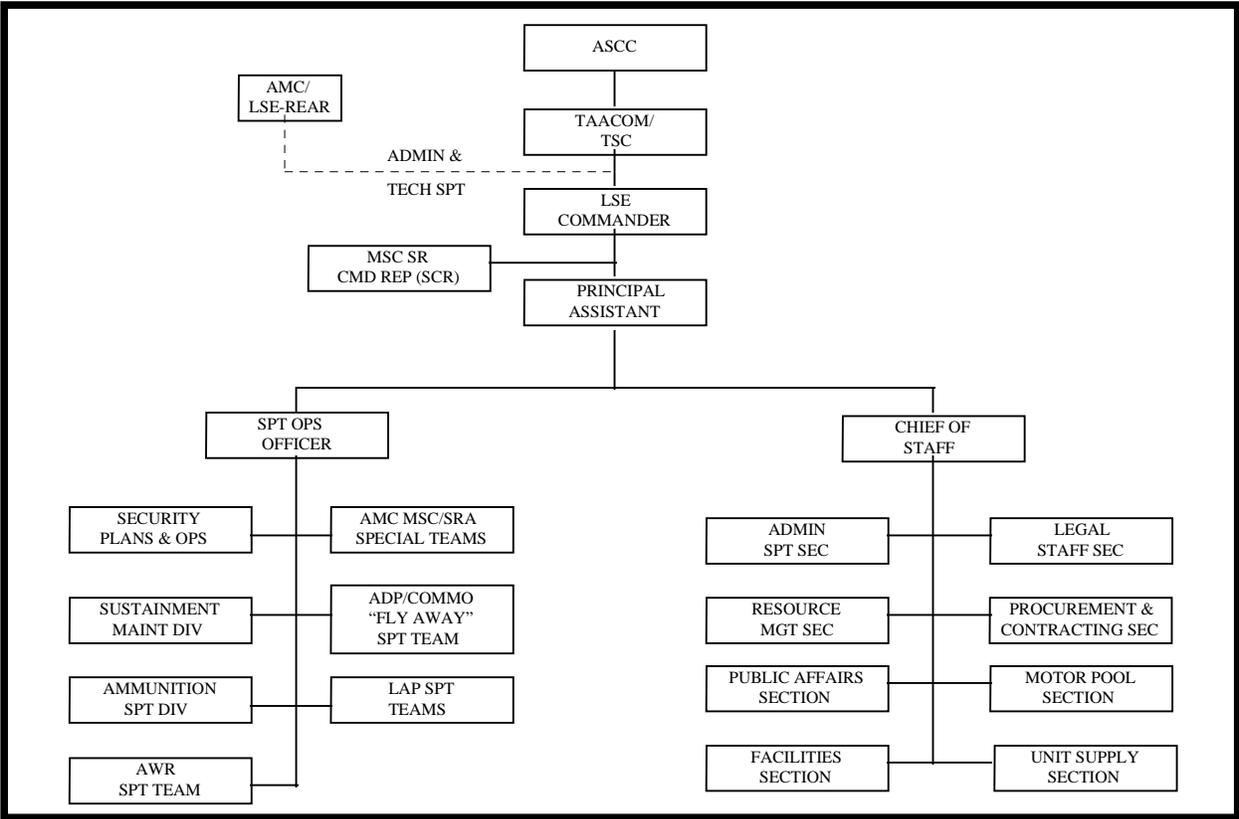


Figure 1-6. Contingency LSE.

CHAPTER 2

ARMY SERVICE COMPONENT COMMAND FOR COMBAT SERVICE SUPPORT

Section I. Logistics Planning

2-1. LOGISTICS PREPARATION OF THE THEATER

Logistics preparation of the theater (LPT) is the sum of those actions (force structure, resources, and strategic lift) taken to maximize the effectiveness and efficiency of logistics support within a constrained resource environment. It is designed to minimize or eliminate potential problems during deployment, at the outbreak of hostilities, and throughout the campaign. It is a systematic tool logisticians and commanders use to accomplish their mission. The logistician and commander use it as a framework to determine where, when, and how to deploy limited resources, supplies, equipment, and people.

LPT can be compared to, but should not be confused with, intelligence preparation of the battlefield (IPB), which is covered in FM 34-130. Some of the products generated under IPB should become a part of the logistics essential elements of information (LOGEEI) data file used to develop the plan for LPT.

FM 7-98 defines logistics intelligence as the operational and tactical information the logistician requires to develop and execute the logistic support plan. Joint Publication (Pub) 3-07 indicates

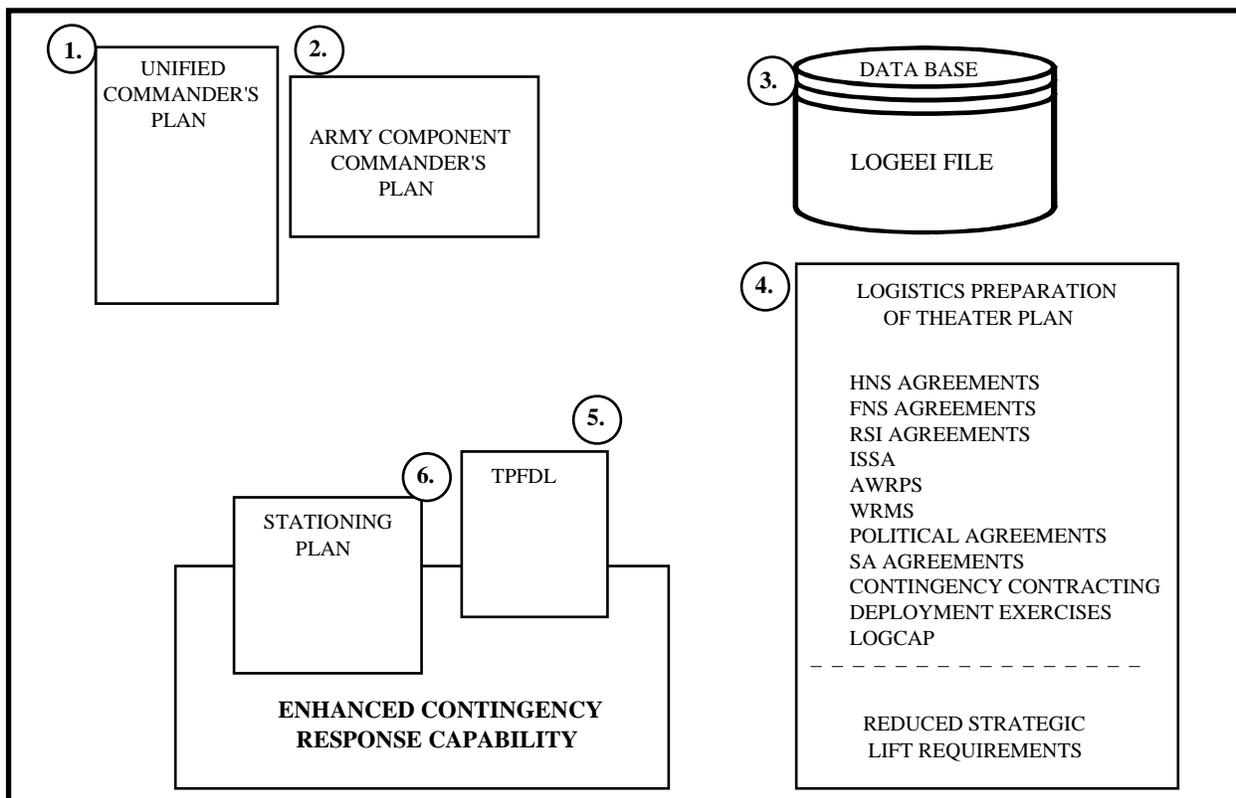


Figure 2-1. LPT planning cycle.

that logistics intelligence is critical to low-intensity planning and that it is facilitated by long-range preliminary planning, including area studies and target information folders. Joint Pub 3-07 also provides a list of the minimum areas that should be included in any logistics intelligence analysis. Some of these areas are—

- Intent to engage in combined operations and the extent of logistics support to provide to non-DOD agencies and allies.
- Available resources in the AO.
- Conditions that alter consumption factors such as severe climate changes or supporting allies.
- Local facilities' capabilities to support reception and sustainment operations.
- Foreign military logistics structure, national infrastructure capabilities, and political inclination to facilitate US forces' support.
- Environmental, geographic, climatic, and topographical factors that may affect logistics operations.
- Analyzing the host nation's capabilities and the region's LOC and ability to support the operation.

Logistics intelligence is equally critical for war and other operations. Logisticians must have a complete logistics data base or file to develop a solid plan for the LPT.

Unified commanders are responsible for planning for contingency operations that require armed forces. The Army component commander of a unified command will prepare supporting Army plans with logistics planners concentrating on the logistics plans. Once the contingency country or geographic region is known, the logistics planners should begin to build a LOGEEI data base. This applies even if the command only has a small probability of being deployed to a particular area. Once completed, the information in the data base can be used to develop a comprehensive plan for LPT. The relative priority given to this effort will depend on the overall concept of operation, along with other command priorities. The key point is that logisticians cannot afford to wait until maneuver units are deployed to begin the LPT.

LPT is a complex and time-consuming function. If planners anticipate correctly at the national and unified command levels, we should never have to insert troops into a completely "cold" base.

a. LOGEEI. Since this concept is relatively new, an explanation of the LOGEEI development process follows. Figure 2-2 shows a type of LOGEEI file with some suggested major categories of information. These categories will be discussed briefly. Focus will be on supply and field services aspects and applications. Keep in mind, however, that a detailed LPT plan will cover all logistics areas.

(1) Geography. Collect information on climate and terrain in the AO. Use this information to determine types of equipment needed and when. Use water information to determine the need for such things as early deployment of well-digging assets and water production and distribution units.

(2) Supply. Collect information on supply items that are readily available in the AO that can be used to support US forces. Subsistence items, bulk petroleum, and barrier materials are the most common. Collect information on the supply system of the armed forces of the supported country. Is it compatible with ours? Are major equipment items compatible? Has the host nation bought, through FMS, repair parts supporting current US systems? Answers to these types of questions will help you determine if HNS negotiations are feasible.

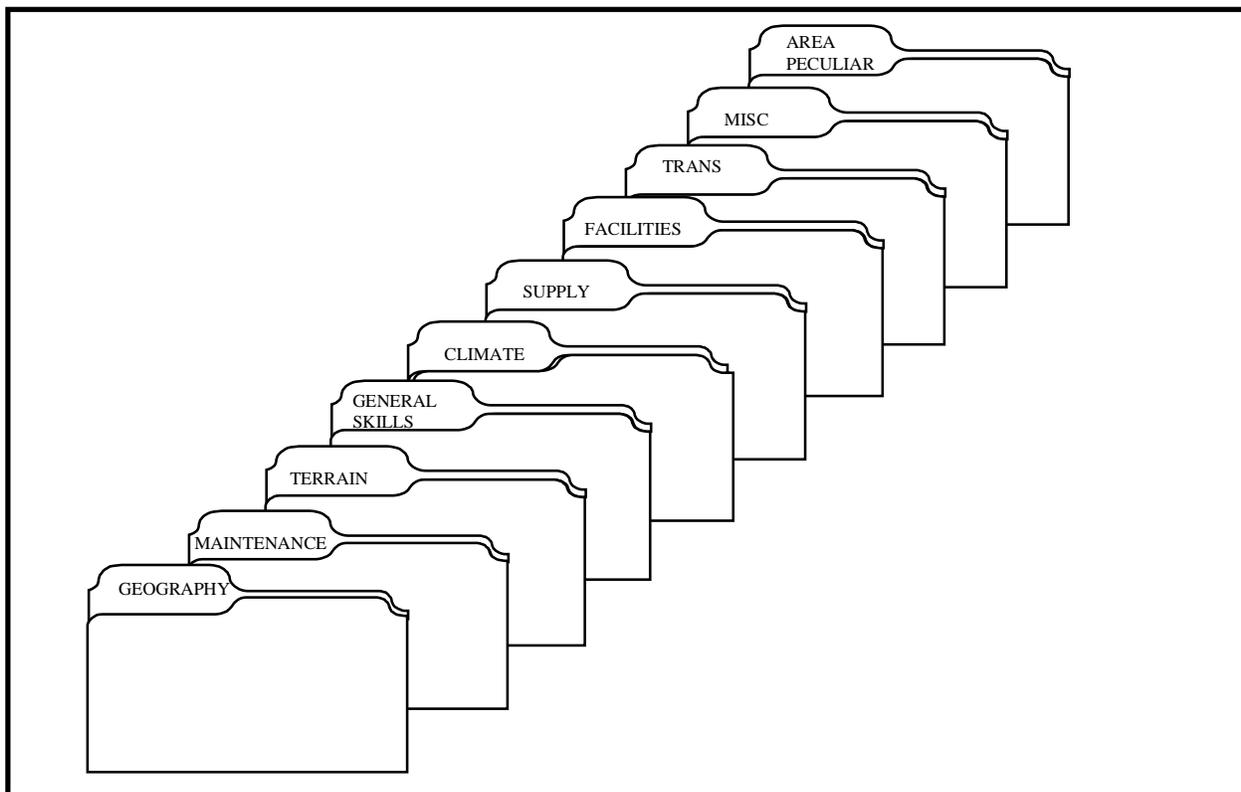


Figure 2-2. LOGEEI file.

(3) Facilities. Collect information on such things as warehousing, cold storage facilities, production and manufacturing plants, reservoirs, administrative facilities, sanitation capabilities, and hotels. Availability of such facilities could reduce the requirement for deployment of similar capacity. For instance, the Force Provider will house approximately 3,300 personnel. If space is available in a complex of hotels in the required location with the requisite support available, Force Provider deployment, with its significant strategic lift requirements, could be deferred.

(4) Transportation. Collect information on such things as road nets, truck availability, rail nets, bridges, ports, cargo handlers (longshoremen), petroleum pipelines, and materials handling equipment (MHE). Also collect information on traffic flow, chokepoints, and control problems.

(5) Maintenance. Collect information on maintenance facilities that could support US or coalition equipment. Examine the supported country's armed forces. Can they be used to supplement our capability? Is there a commonality in equipment and repair parts? Does the country have adequate machine works for possible use in fabricating repair parts?

(6) General skills. Collect information on the supported country's general population. Is English commonly spoken? Are interpreters and/or translators available? Will a general labor pool be available? What skills are available that we can use? For instance, will drivers, clerks, MHE operators, food service personnel, guards, mechanics, and longshoremen be available?

(7) Miscellaneous. Include any other information that could prove useful. Establish other categories as needed.

b. Sources of logistics intelligence. Collecting logistics intelligence information is not as difficult as it first may appear. There is a plethora of information that is routinely collected, and there are several agencies that can assist the logistician in building the LOGEEI file.

The State Department, with its worldwide embassies, is an excellent source of detailed information on a particular country. Embassy staffs routinely do country studies that, when current, can provide most of the information you may need. A good college library is another excellent source of information.

The weather and terrain data bases in the IPB, with its overlays, can provide excellent, current information that can be used in preselecting LOCs and sites for logistics facilities. The IPB event analysis matrix and template in the IPB (see FM 34-130) can also be used to determine the need for route improvements and bridge reinforcements.

If US Army civil affairs (CA) or civil-military operations (CMO) units are either in country or targeted on a specific country, a wealth of logistics intelligence information will be available. These units have functional specialists who focus on particular areas such as civilian supply, public health, public safety, and transportation. These personnel can conduct specific country studies and provide outstanding support when the logistician begins to develop the LPT plan.

As the logistician focuses on a specific country, he should develop a comprehensive LOGEEI data file. Once developed, the logistician will use it as the primary source for developing the LPT. The following examples demonstrate this file's utility:

(1) If the logistician is concerned with petroleum support, he may review the supply portion of the LOGEEI data file to determine what is already available in the objective/contingency area. If large quantities of POL are readily available, there will be no need to use scarce airlift resources to transport fuel. When Operation Urgent Fury was initiated, some of our early airframes were used to move bulk POL. Subsequently, logistics planners found that a US firm owned a large tank farm on Grenada that could have been used.

(2) A review of the LOGEEI data file's climate and terrain portion may indicate that potable water in the objective/contingency area is a problem. This type of information could indicate a need for early deployment of engineer well-drilling teams, water purification equipment, and water trucks. Or, conversely, the logistics planners may choose to negotiate HNS to provide water supply and distribution (as was done rather extensively in Operation Desert Shield/Storm). This would allow the early airframes to be used for other urgent requirements. HNS is an extremely important part of LPT. However, it takes a considerable period of time to develop good HNS agreements, and there is a fairly strict regimen to follow to formalize such agreements. The fact that most unified commands have special offices dedicated to HNS is an indication of its value.

(3) Assume that the command is targeted on a rather undeveloped country with an extremely poor road network. A review of the proposed concept of operation reveals the need for a lengthy north-south main supply route (MSR), but neither a road nor rail network is available. A dirt road, frequently impassable even to carts pulled by animals, is the only route available. Two streams that are breached by primitive bridging frequently cross the dirt road. Using logistics team training, the logistics planners may want to develop, using the LPT plan, a humanitarian/civic assistance program to assist the host nation in building a road with bridges that will accommodate heavy HN traffic.

Operation Blazing Trails provides an excellent example of how this concept was used in South and Central America. US Army engineers, including several units from the RC, worked with HN engineers during a training exercise. They constructed a road network that expanded the local economy, yet could be used as LOCs if military action developed. There are legal limitations and restrictions on these types of projects. It is incumbent on the logistics planner to ensure such efforts are appropriately coordinated and approved in advance. Other assets or tools the logistics planner may want to consider as the LPT plan is developed include—

- Using pre-positioned war reserve materiel stocks (PWRMS).
- Army war reserve (AWR).
- Using containerization to limit handling.
- HNS agreements.
- Interservice support agreements (ISSAs).
- Pre-position afloat.
- Battlefield distribution system.
- Throughput.

Any actions that can be identified to reduce the cost of moving supplies, equipment, and people into an objective or contingency area can be included in the LPT plan. Planning must provide for the timely arrival of CSS assets that are balanced according to the mission. Strategic lift assets are extremely limited. Commanders cannot afford to squander even one sortie on moving unnecessary supplies, equipment, or personnel. A well-thought-out LPT plan, along with the time required for proper execution, will allow better use of our scarce strategic lift capability. LPT is a tool that will prove useful in logistics planning. However, the logistics planner must not underestimate the time and resources required to accomplish many of these actions.

2-2. DEVELOPING SUPPORT REQUIREMENTS

One of the primary tasks in a new theater of operations is developing support requirements and selecting an area(s) for CSS base(s) development. The overriding consideration in this determination is the ability to perform the designated mission. Generally, developing support requirements incorporates the best combination of the following general considerations:

a. Defensibility and vulnerability. The area(s) must be defensible. Defensibility depends on the distance from enemy offensive means, defensive means available in the area, peculiarity of location, proximity to friendly combat forces, and the civilian population's attitude. The enemy offensive capability determines vulnerability; generally, vulnerability diminishes as the distance from enemy forces increases.

b. Space for dispersion. It is desirable to provide sufficient usable space to permit adequate dispersion of installations. The nature and strength of supported forces dictate the optimum number of installations required; the enemy's nuclear and chemical capabilities determine the area required for the installations.

c. LOC. An LOC consists of the route (land, water, and air) that connects an operational/tactical force with a CSS base along which supplies and reinforcements move. The theater commander is vitally

concerned with the LOC to and within a theater. Adequate transportation, security, and construction support for the intratheater LOC are necessary.

d. Terminal facilities, beaches, and sea approaches. Transoceanic shipment (sea and air) is the principal means of access to most theaters of operation. Close examination of potential CSS bases for sea terminal facilities, usable beaches, and sea approaches is necessary. Navigational hazards constricting offshore maneuver, coupled with an enemy antisurface capability, may make an otherwise ideal location unusable. Adequate air terminal facilities and secure air approach routes are desirable. Be sure to consider requirements for supporting the local economy, military forces, and civilian population.

e. Transportation network. An adequate road and rail network is desirable within the base. An area that has poor roads but requires little engineering effort for road relocation and extension may be preferable to one with an extensive road network that is poorly located for military use.

f. Local supplies. The civilian population's requirements influence the availability of local resources. When local sources provide supplies, fewer supplies must be shipped in from outside sources. Ideally, a base should at least provide potable water, fuels, lumber, metals, textiles, tools, and machines.

g. Construction requirements. Construction is costly in personnel, equipment, material, and time; therefore, careful study of a potential base's construction requirements is necessary. Construction requirements are substantially reduced when one or more of the following facilities is available in the area chosen:

- Water and air terminals.
- Roads, railroads, and pipelines.
- Open, covered, and refrigerated storage facilities.
- Maintenance shops and power installations.
- Hospitals.
- Administration buildings and facilities.
- Communication facilities.

h. Local labor. An adequate local labor supply greatly reduces military manpower requirements in the base area. Security and skill-level semiskilled labor (truck drivers, mechanics, machinists, clerks, medical personnel, and interpreters), while especially desired, should not be employed to the extent that the local economy becomes paralyzed. The planning factors, support agreements, and types and uses of HNS for rear operations, CS, and CSS must be established.

i. Other considerations. Additional factors that influence developing support requirements and selecting support locations follow:

- Degree of permanency anticipated for the base.
- Estimated troop population during successive theater development stages.
- Supported forces' geographic locations.

- Topographic, hydrographic, or climatic peculiarities of the area.
- Support requirements for allied forces.

2-3. ESTABLISHING A COMMUNICATIONS ZONE

A communications zone (COMMZ) is defined as the rear part of the theater of operations [behind but contiguous to the combat zone (CZ)] that contains the LOCs (logistic routes) established for supply and evacuation and other agencies required to immediately support and maintain the field forces. A COMMZ may be established in a theater of operations in several ways:

- After the outbreak of war in an area secured by active combat operations. Division and corps base areas may be developed in sequence and the COMMZ established when sufficient territory has been secured for the corps commander to recommend a corps rear boundary be established.
- Concurrently with active combat operations when the theater has sufficient depth to permit immediately designating a corps rear boundary.
- Before initiating combat operations or before initiating hostilities in anticipation of deploying combat forces at a later date. Supply stocks may be established and CSS forces deployed in sufficient numbers to maintain supply stocks and support the combat forces' initial deployment.

Planning for establishing a COMMZ proceeds concurrently with preparing OPLANs for varying contingencies in potential areas of conflict. In long-range planning, CSS requirements may necessitate acquiring base areas overseas to ensure the support of the initial deployment of combat forces and to provide facilities for stockpiling supplies to support initial combat operations. Succeeding or failing to acquire rights to overseas bases may influence OPLANs.

In the current international environment, US obligations under various defense agreements and treaties, such as with NATO, provide for committing forces as a part of a multinational command under plans the standing organizations' multinational staff prepares. CSS will generally be a national responsibility. US plans must, however, consider not only the combined plan under which US forces will be employed but also agreements regarding CSS of or by allied forces and the resources and support capabilities of allied or friendly nations in whose territory operations may be conducted. As a basis for planning CSS, the JCS and the theater commander (actual or designee) will develop—

- Initial broad planning guidance.
- Mission of forces.
- Strategic scheme of maneuver.
- Allocation of forces.
- Broad CSS policies.

Under the direction of the actual or designated ASCC commander, the TAACOM prepares overall plans, policies, priorities, and allocations for establishing and operating a COMMZ to support the designated forces. A more detailed discussion of functions and responsibilities is in FM 100-16 and FM 100-7.

Section II. Echelons Above Corps Organization for CSS

2-4. GENERAL

The ASCC has both operational and support responsibilities. This ST will only cover the sustainment responsibilities. The ASCC's support responsibilities are to organize, equip, train, maintain, and logistically sustain Army forces for their operational missions.

An ASCC has no fixed organization but is structured, organized, and staffed to meet the missions and requirements of the theater in which it operates. The number of personnel required depends on the size of the Army component, the scope of operations, the availability of resources, and the commander's requirements. The ASCC's size will expand as the theater matures. Normal coordination of staff activities includes combat planning and operations, intelligence gathering and reporting, coordination with multinational/multiservice forces, and logistic and administrative support of US Army forces.

In some crisis situations, ASCC combat elements may be rapidly deployed to a distant theater. In this event, the ASCC may initially have some of its elements located in theater and the remainder awaiting transportation. Typically, the theater organization will be austere at the outset and gradually develop over time. Due to constrained strategic transportation, forces are prioritized into the theater. This may mean the only transportation support initially available to forces that arrive early is that which is organic to the force [e.g., a corps support command (COSCOM)] or that HNS provides. In this contingency, it is likely that the ASCC would form a tailored support package and deploy it as soon as possible to assist in supporting the corps. In established theaters, much of the combat power and support are forward deployed. Accordingly, the state of maturity at the start of the conflict is high, and it can reach full development relatively fast.

The ASCC normally is responsible for the COMMZ and locates the HQ and most CS and CSS elements there. There are two types of organizations within the COMMZ to accomplish the support mission: area and functional commands. Area commands are established by assigning geographic responsibilities to TAACOMs. TAACOMs normally subdivide their areas and assign geographic responsibilities to area support groups (ASGs). Figure 2-3 illustrates this COMMZ territorial organization. The functional commands provide support on an area basis as well; however, they do not have geographic responsibilities.

The ASCC must be flexible enough to tailor its support capabilities based on requirements and priorities the commander establishes. The CSS capabilities at echelons above corps (EAC) must support units in and passing through the COMMZ and absorb the logistic requirements for those that are beyond the corps' capability or capacity.

In contingency operations, the absence of a support infrastructure in the theater may result in a different form of territorial organization that does not initially include establishing a COMMZ. In this situation, initial forces deployed to the theater would operate in the CZ and would receive support directly into forward support areas. This support may be projected forward from the CONUS bases; directly via air lines of communication (ALOC) and sea lines of communication (SEALOC); or, preferably, from land and sea support bases in or adjacent to the theater. The ASCC would coordinate the APODs and SPODs and phase appropriate support elements into the theater to accomplish mission requirements. As the buildup continues and EAC organizations are created, decisions are made as to the necessity of establishing a COMMZ. A COMMZ's designation and subsequent geographic development

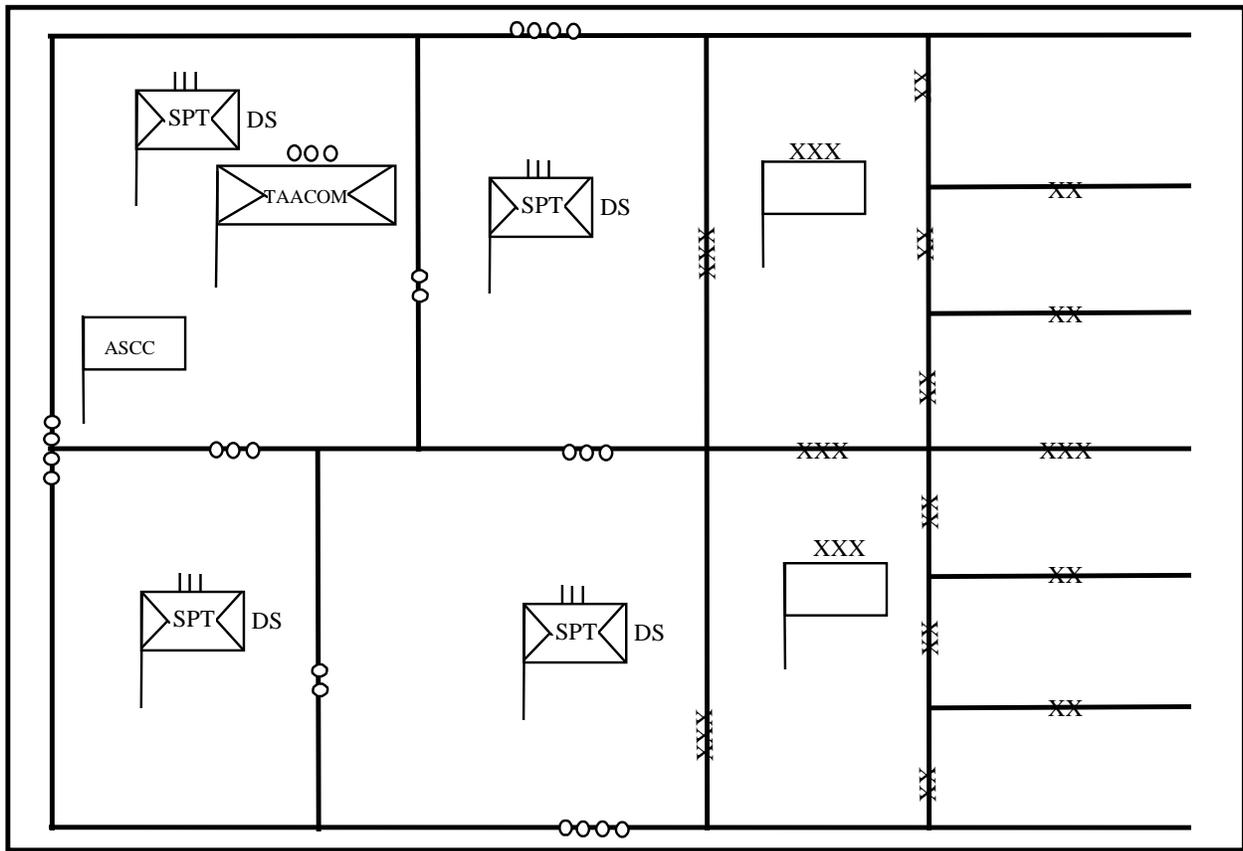


Figure 2-3. TAACOM and ASG AOs.

depend on the area requirements, the forces to be supported, the scope of operations, and the theater's projected expansion. Once the decision to establish the COMMZ has been made, the ASCC normally develops it.

Each theater echelon must be fully aware of its C² responsibilities to efficiently and effectively conduct the theater campaign. The ASCC communicates directly with HQDA on uniservice matters relating to administration, personnel, training, logistics, communications, doctrine, combat development, and intelligence matters. Command relationships are theater-unique and contingent upon the situation, mission, and forces available. A more detailed discussion of support and operation functions is in FM 100-7, appendix A.

2-5. NUMBERED ARMY

The numbered army rarely executes support operations. However, it does influence CSS, and it is important to discuss its role in case there is an operational need for such command. As the theater matures, the expanding scope and purpose of combat operations and the growing complexity and size of both combat and support force structures may call for organizing an operational HQ between the ASCC and the corps. The ASCC normally decides to establish this HQ in coordination with the unified or combined commander with DA approval. When approved, the ASCC designates the numbered army HQ and commander, and publishes a directive or order that forms the command.

The numbered army HQ normally does not have a direct role in managing or executing CSS. Its role is usually limited to assessing the situation, formulating estimates and plans, establishing priorities, and coordinating support. Numbered army CSS requirements are planned and coordinated between the numbered army staff and the ASCC. This support sustains subordinate units and enables accomplishment of task-organized operations.

Other than units organic or assigned to its subordinate echelons, CSS units providing support to the numbered army remain in the COMMZ under the ASCC's control and push forward the support required. Support will be provided, as appropriate, by area support commands or functionally oriented ASCC subordinate commands. For example, the numbered army may receive support from a support group located near its assigned area.

2-6. THEATER ARMY AREA COMMAND

The TAACOM, because it is assigned geographically, is termed an area command instead of a functional command. The TAACOM has four missions. Its first mission is to support units located in or passing through its assigned area. This support includes personnel and finance support, direct support maintenance (DSM), all classes of supply (less classified maps and class VIII), field services, and local transportation. Movement control, line-haul transportation, and communications security (COMSEC) are not included. The TAACOM's second mission is to provide the CZ with specified logistic support and maintenance support to the theater supply system under the theater army materiel management center's (TAMMC's) workload direction. Thirdly, the TAACOM coordinates area-related functions (such as circulation and population control) with HN elements, and supervises and coordinates real property maintenance activities (RPMAs) with the engineer command (ENCOM) through its ASGs. The TAACOM's fourth mission is rear operations within its assigned area.

The number of TAACOMs assigned to a theater depends on the size of the theater expressed in terms of the force in the theater, workload, and geographic area. The TAACOM will be comprised of only those units required to provide support. The types and number of subordinate units depend on the number and composition of corps and units within the COMMZ. Figure 2-4 is an example of a TAACOM.

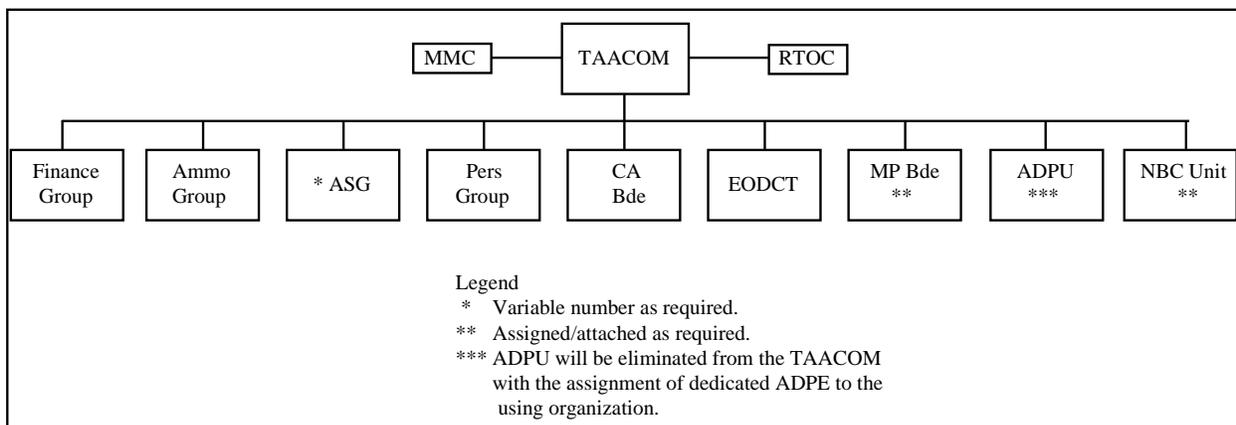


Figure 2-4. TAACOM organization.

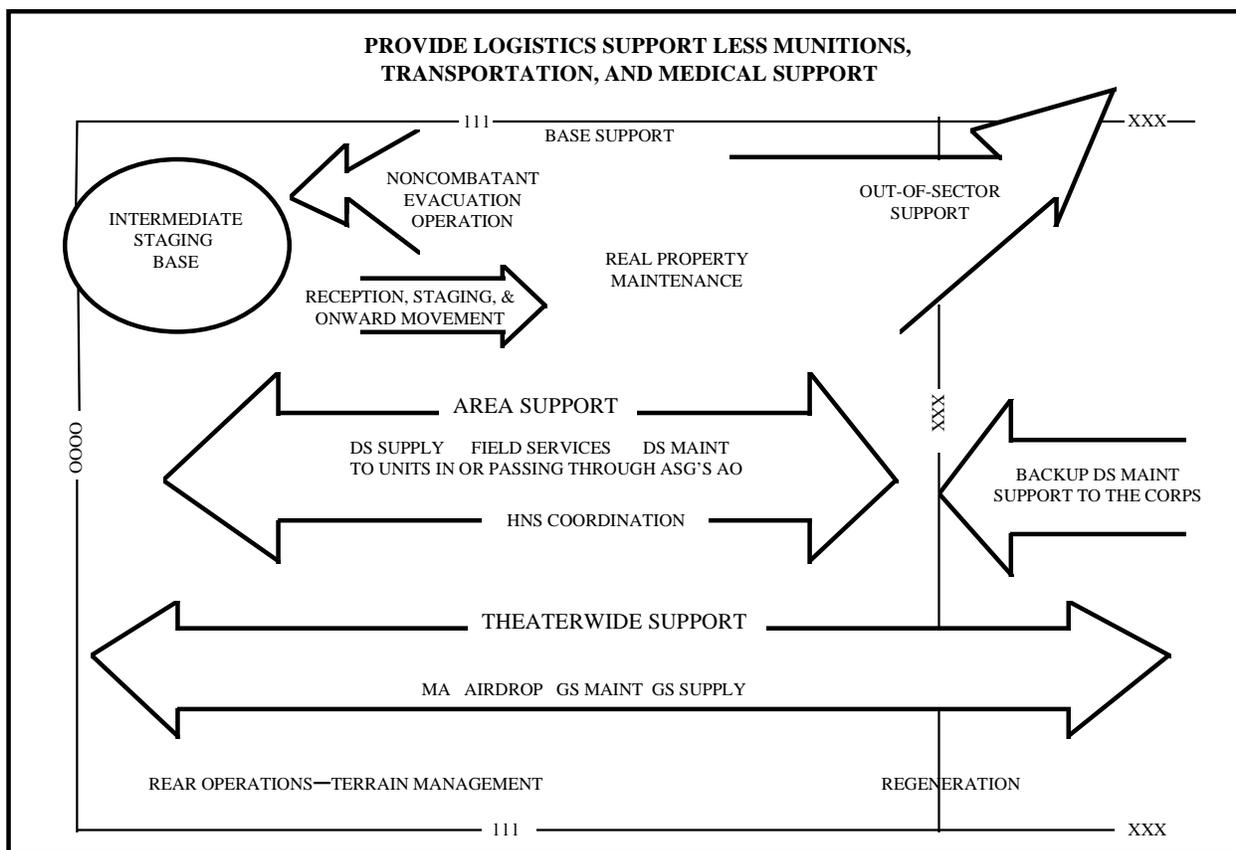


Figure 2-6. ASG missions.

2-8. OTHER ASCC LOGISTICS MAJOR SUBORDINATE COMMANDS

The following are logistic ASCC MSCs. For most, detailed descriptions are not included in this chapter but, rather, in other chapters as indicated.

a. Finance command (FINCOM). The FINCOM provides finance support to all joint and combined commands as ordered, and policy and technical guidance to finance units in the theater. See chapter 4 for more details.

b. Theater army (TA) personnel command (PERSCOM). Chapter 4 outlines the personnel service support (PSS) organizations' responsibilities in providing support for EAC operations.

c. TA medical command (MEDCOM). The MEDCOM provides COMMZ-level (echelon IV) combat health support (CHS). It provides CHS C² units, task organizes medical assets to meet patient workload, supervises medical operations, gives staff advice to senior commanders, conducts medical regulating and evacuation scheduling, and provides consultation services. The MEDCOM is discussed in detail in chapter 5.

d. TA transportation command (TRANSCOM). The TRANSCOM provides transportation support in mode operations, including inland waterways, rail, motor, and air and terminal operations, including water, beach, air, motor transport, and rail. The TRANSCOM is discussed in detail in chapter 7.

e. *Theater army movement control agency (TAMCA)*. The TAMCA, a major TA management center, coordinates and administers transportation policy. It is discussed in detail in chapter 7.

f. *TAMMC*. The TAMMC performs the centralized management function for supply and maintenance in the theater. It permits visibility of supply items the ASCC commander designates and serves as the prime interface between the theater and the CONUS sustaining base. The TAMMC is connected electronically with the TAMCA, TAACOM materiel management centers (MMCs), and the COSCOM MMC(s). It is also the primary interface with the AMC control element and coordinates assigned tasks, objectives, and priorities that support the theater mission. The TAMMC provides theaterwide materiel management and allocates supply items according to the priorities the ASCC commander establishes.

g. *ASCC petroleum group*. The ASCC petroleum group centrally distributes bulk petroleum products for all US forces in the theater. The group commander is the ASCC's chief petroleum operator. The petroleum group provides theaterwide distribution, commands US interzonal pipelines and HN liaison, and interfaces with the TAMMC to move and distribute fuel forward into the COMMZ and corps rear areas. If pipeline systems are in use, other transportation modes provide the necessary extension from the pipeline terminals to the users. The petroleum group is organized to permit growth as the theater matures and requirements increase. One petroleum group is normally assigned for each ASCC bulk fuel distribution system. It can have from two to five battalions. The TAMMC centrally manages bulk petroleum at the ASCC. Requirements are transmitted from supported units and consolidated at the TAMMC petroleum directorate. These requirements are then submitted to the unified command Joint Petroleum Office (JPO) where they are consolidated with other US force requirements and submitted to the CONUS DLA DFSC for resupply to the theater.

The petroleum group maintains and manages a theater petroleum quality surveillance program, stores and maintains the ASCC stockage level of bulk petroleum supply, provides for alternate means of distributing bulk petroleum, and interfaces with the TAMMC petroleum directorate and the JPO for theater POL requirements. Maximum use will be made of existing pipelines, railcars, and barges for bulk POL distribution. Operating elements of the petroleum group may consist of—

- Petroleum pipeline and terminal operating battalions that are allocated on the basis of one per two to five pipeline and terminal operating companies.
- Truck battalions (medium, petroleum) are assigned to supplement the pipeline distribution system. Each battalion can command and control from three to seven companies. Each medium truck company can transport 675,000 gallons of bulk petroleum per day (line-haul).
- A petroleum lab is assigned to the petroleum group for quality assurance of the bulk petroleum products being supplied.
- One or more water supply battalions, as required by theater. See FM 10-52 for more detail.

2-9. THEATER ARMY SPECIAL OPERATIONS SUPPORT COMMAND

The Theater Army Special Operations Support Command (TASOSC) is an ASCC subordinate functional command. It provides the vital link between the ASCC and theater Army Special Operations Forces (ARSOF) units and ensures that ASCC meets its administrative, support, and sustainment responsibilities for ARSOF units. The TASOSC has no operational mission and does not layer itself between the special operations command and theater ARSOF units. Rather, it functions as a supporting

HQ, responding to the theater ARSOF unit's needs just as a division support command (DISCOM) responds to its supported brigades' needs.

The TASOSC mission is to plan and coordinate the support and sustainment of theater ARSOF units conducting special operations. The TASOSC commander and his staff—

- Plan and coordinate CSS and designated CS for theater ARSOF units and, when directed, other service and allied special operations forces (SOF).
- Plan, coordinate, direct, and supervise CS and CSS operations of assigned and attached Army forces (ARFOR) providing dedicated support to theater ARSOF units and, when directed, other service and allied SOF.

The TASOSC does not normally support and sustain theater ARSOF units. It has no dedicated support infrastructure that duplicates other ASCCs' capabilities. Under some circumstances, however, the ASCC may assign or attach CSS units to the TASOSC to support and sustain theater ARSOF units on a unit basis. During a contingency operation, the number and size of these units may be significant. In this situation, the ASCC may organize a composite support unit (provisional or permanent) that reports directly to the TASOSC commander or a supported ARSOF commander. During certain contingency operations, a corps may be the senior Army HQ. In this situation, ARSOF units may depend on the COSCOM to provide the support a TAACOM normally provides.

2-10. THEATER SUPPORT COMMAND—AN EMERGING CONCEPT

Power projection is a fundamental principle of our national military strategy. Therefore, force projection is fundamental to Army doctrine. The Army's dependence on force projection dictates that organizational designs be structured to support units that can deploy the right amount of capability with the minimum force structure necessary to successfully accomplish the mission. This concept describes the support C² structure at EAC and provides EAC-type support as part of an ARFOR on a joint task force. For example, the early-entry module is an Army concept. However, the objective organization will provide a significant amount of support to other services through various executive agency directives or agreements. To facilitate this executive agency support, other service staffing will be identified for insertion as required. This other service staffing will be liaison positions provided from the major organizations being supported by the objective organization and from battle rostering from TDA activities at the strategic level such as DLA, the Defense Personnel Support Center (DPSC), or the DFSC. In addition, AMC will provide strategic-level staffing (battle rostering).

a. Employment concept. For limited operations, the ASCC controls EAC support operations through the Deputy Commanding General for Support if the theater support command (TSC) is deployed and through the TSC early-entry module commander if it is not deployed. In larger, more mature operations, the complete TSC HQ may be deployed. The modular nature of the TSC's structure minimizes strategic lift requirements by allowing the commander to deploy only essential support elements identified with a derivative unit identification code. In addition, it places CSS and selected CS (engineer) operational-level units under one POC (the TSC) that will simplify CSS and CS planning and execution for the ASCC to successfully accomplish the mission.

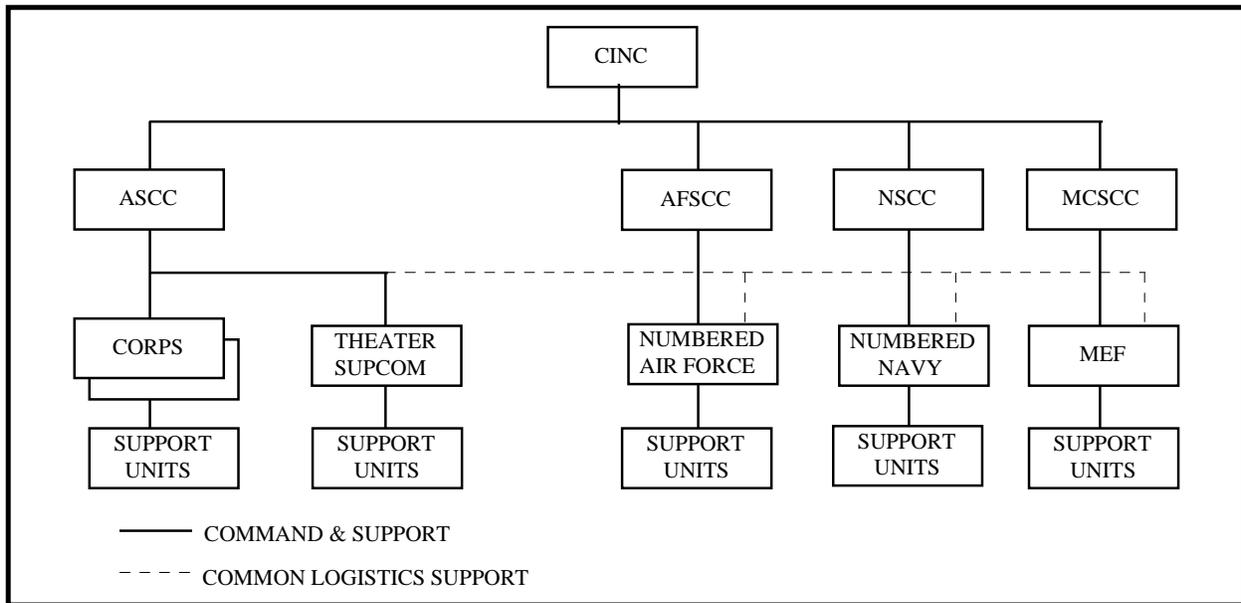


Figure 2-7. Relationships

b. Relationship to other concepts.

(1) ASCC. The ASCC HQ will provide command and staff supervision of assigned units for executing the ASCC's responsibilities as defined in Joint Pub 3-0 and FM 100-7. When METT-T conditions warrant, the ASCC will call for TSC elements to deploy to the theater of operations if a TSC is not already positioned there. The TSC will be an MSC of the ASCC. Early-entry and functional modules (ENCOM, MEDCOM, TRANSCOM, PERSCOM, and FINCOM) will be employed as the ASCC directs. The ASCC should consider the theater logistics infrastructure's organization from the strategic context, the level of international military cooperation required, and the degree of dedicated US military resources necessary in the theater of operations as a prerequisite for ensuring timely command awareness and oversight of deployment, readiness, and sustainment issues. The ASCC must develop a strategy and must organize the forces.

The nature of each theater differs and, likewise, so may the composition and organization of Army support forces within it. The ASCC in the EUCCOM, for example, is wholly located within its theater and has experienced support organizations. The CENTCOM ASCC, on the other hand, is located in CONUS and plans its own deployment and sustainment as well as its subordinate elements'. US Army, Pacific, is the PACOM ASCC, but it is not responsible for logistic support within the Republic of Korea because Korea has a subunified command, US Forces, Korea, with its own ASCC. Thus, the roles, missions, and organizations for each unified and subunified command are tailored according to METT-T and the CINC's vision.

(2) Modularity. The TSC's structure takes full advantage of modularized units designated to match incremental functional support capabilities to mission requirements. The TSC HQ is designed along modular guidelines. This will enhance its deployability by allowing planning and management functions to phase in when required. The following commands will require revision to deploy a functional module capable of providing EAC-level management: TRANSCOM, ENCOM, MEDCOM, FINCOM, PERSCOM, the TAMCA, and the TAACOM MMC. These same commands must have small

(5 to 15 personnel) early-entry modules that can deploy, as the ASCC directs, with the TSC early-entry modules. These modular designs allow for the phased organizations that are CONUS-based since they are almost exclusively in the RC.

Many RC units are now developing an immediate deployment capability staffed with personnel from the Active component and the Active Guard Reserve (AGR). Under this concept, these limited numbers of Active and AGR personnel in the ENCOM, MEDCOM, TRANSCOM, PERSCOM, and FINCOM can be aligned with the early-entry and functional modules. During phase 1, D+1, the early-entry modules will become a part of the TSC functional module. At phase 2, D+10 to D+30, the remainder of the functional modules will deploy along with the remaining TSC. The functional modules from the five functional commands become staff directorates within TSC support operations. At phase 3, subsequent to D+30 or as the ASCC directs, the C² modules deploy. At that time the functional modules return to their parent units. The ASCC will determine if the functional commands will remain subordinate to the TSC or become MSCs under the ASCC. The deployment concept is shown at figure 2-8.

(3) Battlefield distribution. The TSC concept supports battlefield distribution by providing an EAC distribution manager. In addition, it will have an organic distribution management center that synchronizes the organizations involved with materiel and movement management. Battlefield distribution will also identify the requirements for a theater force opening package. It will identify the units or unit modules required to conduct force-projection theater opening operations. The early-entry module from the TSC will be the C² element for the theater force opening package.

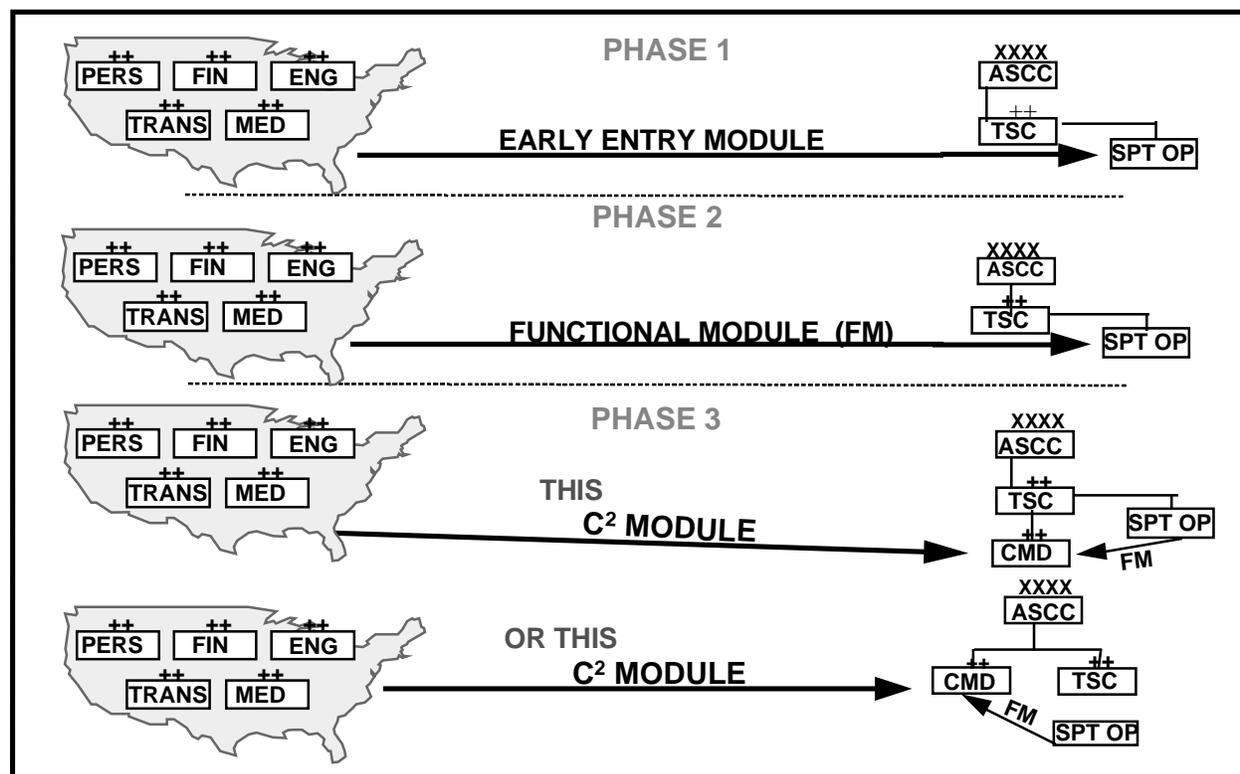


Figure 2-8. TSC deployment concept.

(4) Split-based operations. Split-based operations advocate deploying only that portion of a unit necessary to operate and provide support at a given time in a theater of operations. The modules remaining at home station continue to provide support and will be prepared to deploy as the ASCC requires. The support C² at EAC may incorporate the split-based concept by using split-based MMCs in the basic TSC as well as in the ENCOM, MEDCOM, TRANSCOM, PERSCOM, and FINCOM.

(5) LSE. The LSE is a flexible, modular, civilian-dominated TDA organization supporting military operations in a theater of operations. It deploys at the ASCC/CINC's request to provide strategic and operational logistics support at the operational and tactical levels during contingencies. Its mission is to enhance readiness through unified and integrated application of AMC logistics power projection of CONUS-based technical capabilities to deployed units within any theater. Its primary capabilities are C², technical assistance, supply, and maintenance. The LSE centrally controls all AMC elements in the theater. Other capabilities available in the LSE include depot maintenance, oil analysis, test equipment calibration, ammunition surveillance, AWR stock (pre-positioned/pre-po afloat) handoff, overseeing LOGCAP, technology insertion, and battle damage assessment.

The LSE will normally be assigned, attached, or OPCON to the TSC. In many domestic and small contingencies, the LSE may become the initial lead element. In other cases where end state has been reached and the numbered logistics HQ begins to redeploy, logistics C² could transition to the LSE. The LSE will maintain the appropriate technical ties to AMC, DLA, TRADOC, and FORSCOM. The LSE provides a single focal point in the theater responsible for LOGCAP management in peacetime planning and upon deployment. LSE operations are detailed in FM 63-11.

(6) LOGCAP. LOGCAP provides field commanders an augmentation source for filling CS/CSS shortfalls by using contractor expertise and resources when other sources are unavailable. The AMC support contract, which is one of the many contingency contracts that fall under LOGCAP, is an umbrella contract that prioritizes peacetime contingency planning for augmentation logistics and engineering/construction services as the ASCC/CINC predetermines. It calls for a commercial vendor to prepare contingency management plans to support specific ASCC/CINC predetermined requirements. It provides expeditious logistics and engineering/construction augmentation support upon deployment with a reasonable assurance of success and within reasonable cost. (See chapter 1, section II for more detailed information).

(7) DLA contingency support team. DLA is currently developing a concept for providing DLA support in the theater of operations. Its contingency support team will enhance the strategic and operational link. It will facilitate integrated materiel management support of DLA common commodities. These include subsistence, clothing and other general supplies, package/bulk petroleum, and medical material. It can provide contract administration services for all logistics contracts in-theater and support the CINC's executive agent for contracting. When deployed to a theater, the support team will be assigned or attached to the TSC.

(8) Reception, staging, onward movement, and integration (RSOI). The US Army Transportation School is currently (fall of 1996) developing FM 17-3-1 to solidify the concept for RSOI. The FM deals with the coordinated operation of receiving, sorting, moving, and controlling units, personnel, and materiel entering the theater of operations. Reception begins at the POD where in-theater accountability is established and initial sorting is conducted. Staging occurs when unit personnel are married with their equipment in a controlled area. Onward movement is the coordinated action of allocating road space, transportation assets, and supporting requirements for the onward movement as well as the handoff

between the theater force opening module and the tactical unit. Integration is the synchronized handoff of units to the operational commander's force. RSOI is the ASCC/CINC's responsibility, but the TSC and its subordinate units will execute most of the actions to support RSOI.

(9) Warfighter Information Network (WIN). The WIN is the proposed operational concept for signal support to the digitized force. It is an evolving network comprised of commercially based information and communications systems designed to increase the capacity and velocity of information distribution throughout the theater. The TSC will require the fully planned and reliable command, control, communications, and computer architecture of WIN for situational awareness, multimedia services and imagery, and asset visibility. The information systems that support the TSC are evolving into a common operating environment and an integrated baseline. The WIN will provide the required interoperability so we can rapidly disseminate information throughout the theater and to the strategic level.

c. Organization and employment. The TSC is a multifunctional organization with most of its support functions under a single command. This will centralize C² of these functions at EAC level. There are several significant changes from current structure and operational relationships.

- This concept eliminates TAACOMs.
- The TSC will be a modular HQ.
- The TSC early-entry module provides an active element in each ASCC for preoperations planning and early deployment. This module would consist of positions identified from within the TSC TOE or its supporting modules (dual slotting) designed and staffed to deploy as early as D+1, followed by the functional modules (ENCOM, MEDCOM, TRANSCOM, PERSCOM, and FINCOM) not later than (NLT) D+30. If the ASCC decided to deploy the early-entry module, personnel would move from their standard TOE positions into the position identified in the module. This capability would be available for both Active and RC units.
- The TSC's modular design will ensure EAC support capabilities arrive early, minimizing strategic lift.
- This concept will place the traditional EAC functions—PSS, CHS, transportation support, finance support, and engineer support—under the TSC in addition to supply, maintenance, and field services support. The TSC will then manage these functions through modules the parent organizations provide; i.e., ENCOM, MEDCOM, TRANSCOM, PERSCOM, and FINCOM. Based on the CINC's campaign plan and operations to be conducted, the ASCC determines the support force structure's nature and scope. He may elect to deploy the rest of the commands to reduce the TSC commander's span of control and to provide additional senior-level expertise to the theater. At that time, the functional modules (engineer, medical, transportation, personnel, and finance) will revert to the parent unit's control. Organizational flexibility will allow the ASCC to directly manage those functions for which he perceives a need. Even while under TSC control, the functional modules will retain technical ties to their parent C² module, to the appropriate staff sections on the ASCC staff, and to the appropriate strategic-level support organizations. For instance, the links between the PERSCOM and ASCC G1 and the USTA PERSCOM will continue.
- The TSC contains a significantly increased capability for performing contingency contracting and coordination HNS. When the LSE is deployed as a subordinate organization to the TSC, this organic TSC capability can be OPCON to the LSE.
- The LSE can either be assigned or attached to the TSC or, in some instances, serve as the senior logistics C² element in the COMMZ. The LSE will retain a technical chain of command with AMC and other appropriate strategic-level organizations.

- The existing TAMMC will no longer be required under this concept. Spaces generated from its inactivation will be used to resource a distribution management center (DMC). Additionally, TAMMC spaces will be used to resource a small increase in the TSC and in the TAACOM MMC that will then be redesignated as the TSC MMC. The DMC will manage materiel and movement functions for the support operations officer. The DMC will have staff supervision over the TSC MMC (formerly the TAMCA) and the medical logistics management center (MLMC) (formerly the theater medical materiel management center). The TSC MMC and TSC movement control activity, along with elements of the MLMC, will be collocated in the vicinity of the DMC.

- The ASGs will be responsible for area support at EAC and sustainment functions previously shared by theater-level support organizations and the TAACOM(s).

The TSC will provide several key functions to the ASCC. It has battle command responsibility for assigned and attached units. It can provide support, as the ASCC/CINC directs, to US Army units, other US services (executive agencies), DOD civilians, contractors, and multinational forces in its area of responsibility as agreed upon and when advantageous to the US effort. The key support functions include—

- Supply support.
- Maintenance support.
- Transportation support.
- Field service support.
- PSS.
- CHS.
- Construction and engineer support.
- Rear area security in the COMMZ when the ASCC directs.
- Prisoner of war, refugee, and/or displaced nationals' custody, control, internment, and disposition.
- Support across the full spectrum of CMO.
- Force and unit reception, staging, and onward movement and coordinating the integration of these forces with combatant commanders.
 - Nuclear, biological, and chemical (NBC) support.
 - Retrograde and redeployment operations.
 - Logistics-over-the-shore operations (LOTS).
 - Procurement support (commercial contracts, contracting for HNS, and administering LOGCAP).
 - Transitioning operations to other military forces.
 - Governmental and/or international agencies.
 - Coordinating field sanitation for large-scale (more than one unit) operations.

The TSC also provides many battle command functions. It serves as the ASCC's single POC for support when organized for total support in the COMMZ. It executes the support mission by directing subordinate units. It also plans, provides, and determines requirements to support the ASCC's mission. Figures 2-9 through 2-12 depict the TSC's proposed organization.

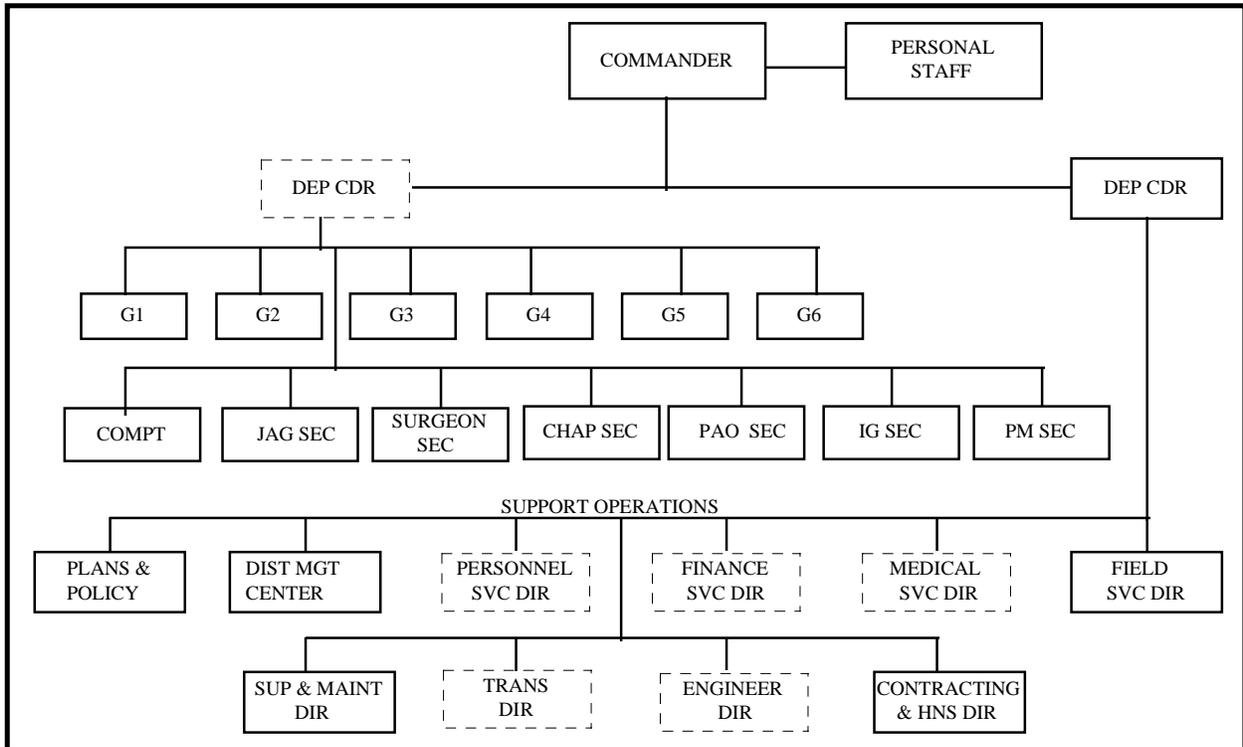


Figure 2-9. Support command (SUPCOM).

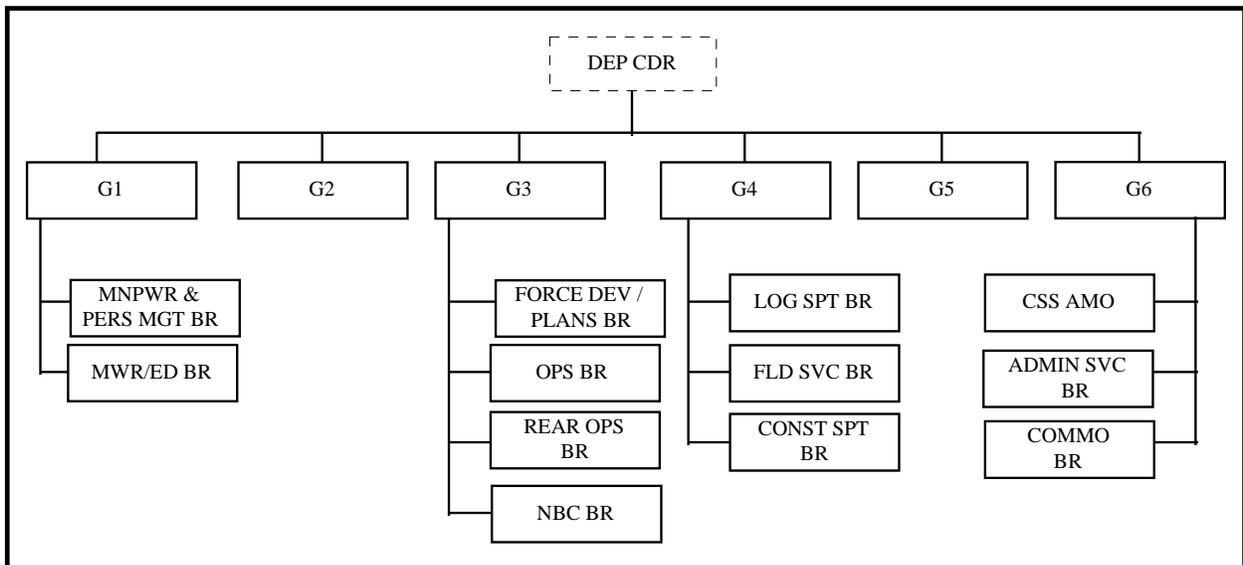


Figure 2-10. SUPCOM general staff.

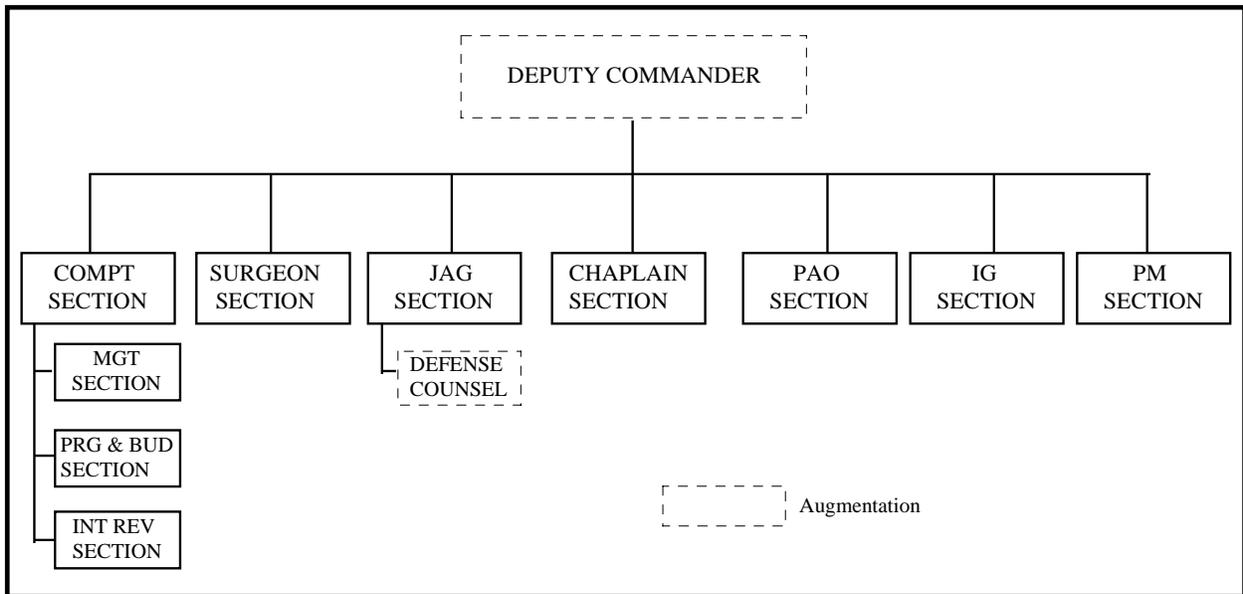


Figure 2-11. SUPCOM special staff.

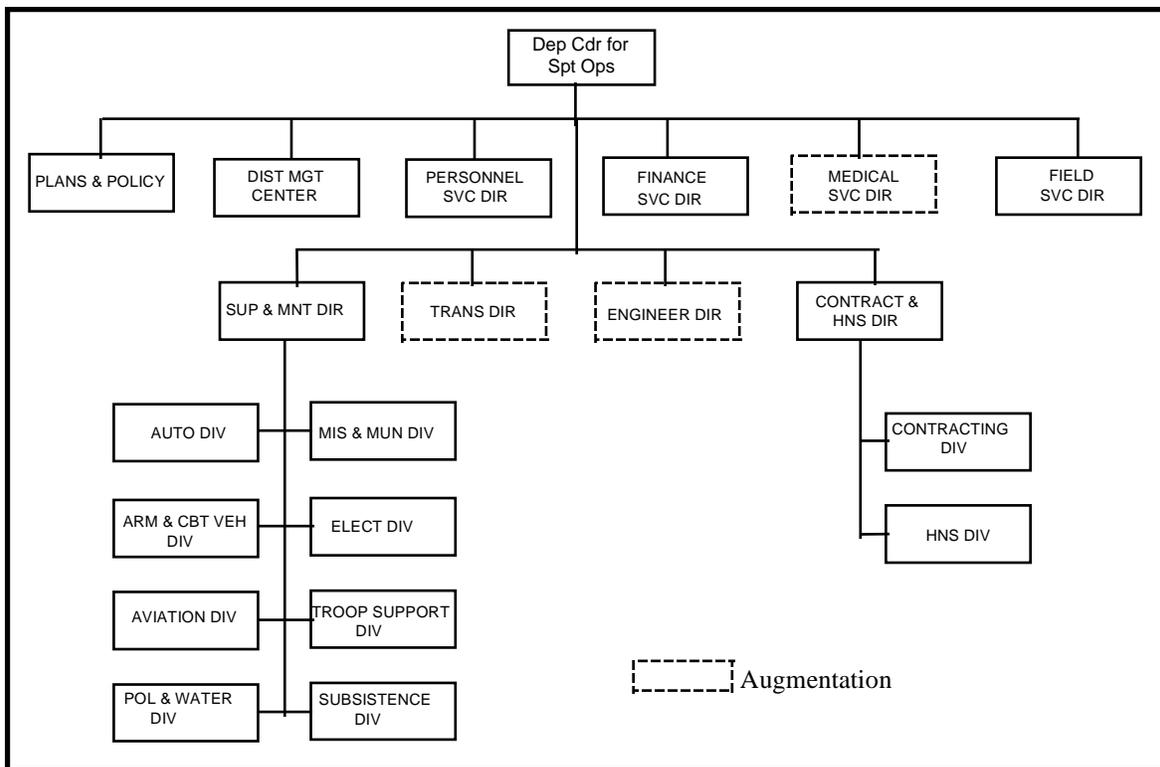


Figure 2-12. Support operations.

CHAPTER 3

FOREIGN NATION SUPPORT

3-1. INTRODUCTION

The preferred means for closing the gap in CSS requirements is to get appropriate goods and services locally. This acquisition is accomplished through foreign nation support (FNS). FNS refers to identifying, coordinating, and acquiring foreign nation (FN) resources such as supplies, materiel, and labor to support US forces and operations. In some theaters, specific terms describe categories of FNS. HNS refers to support a friendly country provides for US military operations conducted within its borders based on mutually concluded agreements. HNS includes planning, negotiating, and acquiring such support. FNS may include support from countries that have no mutual agreements.

3-2. GENERAL

In sustained warfare, CSS capabilities seldom meet S&S requirements. CA personnel identify and help acquire FN goods and services to support US forces and operations OCONUS. FNS helps the commander fulfill his wartime mission. It also adds to the local populace's trade and employment opportunities. Some FNS methods may not be universally applicable. FNS will also differ based on the political and military situation. Factors that influence this situation include the type and intensity of conflict, agreements to provide support, ability and willingness to provide support, and the foreign nation's degree of control over the civilian populace.

When CA personnel and CSS elements deploy early, FNS will shorten the logistics tail. Acquiring FNS requires logistics planners to identify projected shortfalls, CA planners to determine available goods and services within the theater, and negotiations for such support.

In many countries, CA elements contact businesses and government agencies directly to establish working relationships for obtaining support. In countries with territorial forces structured to support allied troops on their sovereign territory, CA elements will work through the territorial forces. Goods and services are procured through—

- Civilian or military channels in a country that requests US troops (a host nation).
- Civilian sources in an occupied area (with proper compensation).
- Capture of enemy government-owned materiel.
- A third country that can provide such support more readily than through LOC back to CONUS.

3-3. HOST NATION SUPPORT

A host nation is a nation in which representatives or organizations of another state are present because of government invitation or international agreement. The term particularly refers to a nation receiving assistance relevant to its national security. The United States views a host nation as a friendly nation that has invited US forces to its territory. HNS includes all civil and military support a nation provides to allied forces located on its sovereign territory whether during peace or war. HNS is based on agreements that commit the host nation to provide specific support according to prescribed conditions.

HNS may be provided at various levels, including from nation to nation, between component commanders, and between major commands as well as at lower command levels.

Support arrangements during peace are viable sources of HNS when authorized by formal agreement. Although preferred, a formal agreement is not necessary for obtaining HNS. The United States negotiates bilateral agreements with host nations to procure these services to support stationing and combined exercises during peace and to prepare for CSS in time of conflict. The host nation provides the types and volume of support IAW these bilateral agreements and the laws of the host nation based on its capability to provide such support. The United States and the host nation agree on reimbursement for support during the negotiation process.

3-4. PLANNING REQUIREMENTS

The warfighting commander's priority is combat forces. Sustaining combat operations on foreign soil most likely will require additional resources. To reduce the tail of the logistics system and to better meet the need for US personnel and materiel, senior Army commanders must—

- Determine specific CS, CSS, and rear operations needs that can be met using foreign resources.
- Assess and identify available assets to use during operations.
- Integrate this support into the overall C² systems.
- Designate POCs at each required command level to coordinate acquiring resources during peace, during mobilization stages (transition to war), and during war.

For all levels of conflict, the commander's logistics staff determines whether there is a shortfall in CSS capabilities. The CA staff analyzes the local environment and recommends suitable FNS functions and tasks for local sources. In a developed theater, CA elements may follow regional guidance and established HNS agreements to devise a set of preplanned HNS requests. In such high-troop density environments, CA operators routinely coordinate with proper HN agencies to acquire and deliver HNS. HNS arrangements may range from an absence of any agreement to preplanned requests for specific services and supply quantities. The less developed the agreement, the more the CA element must assess and identify the resources.

For contingency operations, the commanders have limited prior information to determine suitable and desirable FNS. Since there is rarely a total lack of usable local resources, imaginative use of available FNS assets increases the commander's logistic support without unduly depriving the local populace. Airlift constraints and the local infrastructure influence the degree of reliance that can be placed on local support. Similarly, if US force projection proceeds in stages, the demands on CA acquisition of FNS will also differ. The role of the G5, S5, or civil-military officer is to identify and coordinate support acquisition from foreign resources. CA personnel in a friendly country aid the FNS process by providing liaison with local authorities or military forces.

In a developed theater, CA elements provide the single POC between US forces and the foreign source of goods and services or a government representative responsible for such support. In less-developed theaters, CA elements identify FN resources. They act as an intermediary to introduce logistics personnel to providers of goods and services. For areas in which there is no CA presence, CA area studies include assessing the availability of personnel and resources to support US operations.

Without a bilateral agreement by which a foreign nation provides support to US forces, the area assessment becomes the primary source of information on available foreign support.

Using FNS in contingencies requires broad planning. Various situations may arise, and several countries may become involved either as coalition partners or as sources of support. Some nations will consider support agreements not in their best interests or will be incapable of administering them. In such instances, peacetime planning for local resources may still be required to accomplish missions assigned to US forces. The risk that FNS will not be available is a big factor in planning for such support.

3-5. SOURCES OF FNS

Once resource shortfalls and requirements have been identified, CMO staff officers search out sources to fill those requirements. HN sources include government agencies and private citizens in the theater of operations. These sources may include—

a. Government agency support. Local government agencies build, operate, and maintain facilities and systems that can support US requirements. Examples include utility and telephone networks, police, fire companies, and border patrols.

b. Civilian contractors. Local national, third-country, or US contractors employing indigenous or third-country personnel may provide supplies and services such as laundry, bath, transportation, labor, and construction.

c. Local civilians. US manpower needs range from laborers, stevedores, truck drivers, and supply handlers to more highly skilled equipment operators, mechanics, computer operators, and managers. The foreign national labor pool may provide personnel with those skills.

d. Type B US units. These units may be assigned to help perform FNS-type functions. They are configured to conserve US manpower by substituting non-US personnel in specified positions of selected units. The Korean Augmentation to the US Army Program is part of an FNS agreement in Korea and an example of a type B US unit.

e. Indigenous military units. Local military or paramilitary units can support US needs in war in functions such as traffic control, convoy escort, installation security, cargo and troop transport, and logistics area operations.

f. Local facilities. US forces may use local buildings or facilities for such things as hospitals, HQ, billets, maintenance shops, or supply. These facilities may be nationalized, come under local government control, or be provided by contractual agreement.

3-6. FUNCTIONS NOT APPROPRIATE FOR FNS

FNS cannot perform some activities. For security reasons and the need for US national control, only US assets will perform the following services and functions:

- Medical supply, service, maintenance, replacement, and communications C².
- Triage casualties for evacuation.
- Veterinary subsistence inspection.

- Law and order operations (US forces).
- Control and maintain US nuclear and chemical ammunition.
- US military prisoner confinement operations.
- Account for and secure enemy prisoners of war (EPWs) retained in US custody.
- Account for medical supplies.
- Identify and bury US dead.
- Repair US nuclear weapon delivery sites.
- Patient administration.

CHAPTER 4

PERSONNEL SERVICE SUPPORT

4-1. INTRODUCTION

Success in combat is directly affected by the CONUS and ASCC PSS mission areas' ability to synchronize their support with the logistics support system. Strategic and operational Army PSS organizations are tailored to support METT-T for the theater of operations (joint, combined, and interagency). This chapter outlines PSS organizations' responsibilities in providing support for EAC operations.

4-2. GENERAL

PSS functions are tightly interconnected, executed, managed, and analyzed to provide the combatant commander with critical combat-essential personnel information to use in his decision cycle. PSS is managing personnel-related functions that impact on the human dimension of war. PSS includes:

- Personnel services.
- Finance services.
- Resource management.
- Chaplain activities.
- Command information services.
- Legal service support.

4-3. PERSONNEL SUPPORT—THEATER PERSCOM

The theater PERSCOM commander is also dual-hatted as the theater adjutant general (AG) (see figure 4-1). Both positions encompass different responsibilities and have separate manpower requirements. The PERSCOM combines AG technical expertise with C² and operational planning to synchronize personnel operations at EAC. In the command role, the PERSCOM operates on the same level as other theater major subordinate unit commanders. In the staff role, the theater AG functions as an ASCC staff member and directs the theater personnel management center (TPMC).

The theater PERSCOM's mission is to sustain personnel readiness and to exercise C² over assigned theater-level personnel units. It manages critical military personnel systems and synchronizes personnel network operations throughout the theater. The theater PERSCOM is a flexible unit that can tailor its subordinate units (number and types) to support theater requirements. It commands an HQ, PERSCOM, and may command a theater-level personnel group. The theater PERSCOM may also command personnel services battalions, postal companies, a band, and DS replacement companies when there is no personnel group to service the unit.

The theater AG's mission is to direct the theater's military personnel system; to collect, summarize, and analyze personnel information; to assist the DCSPER in preparing the personnel estimate of

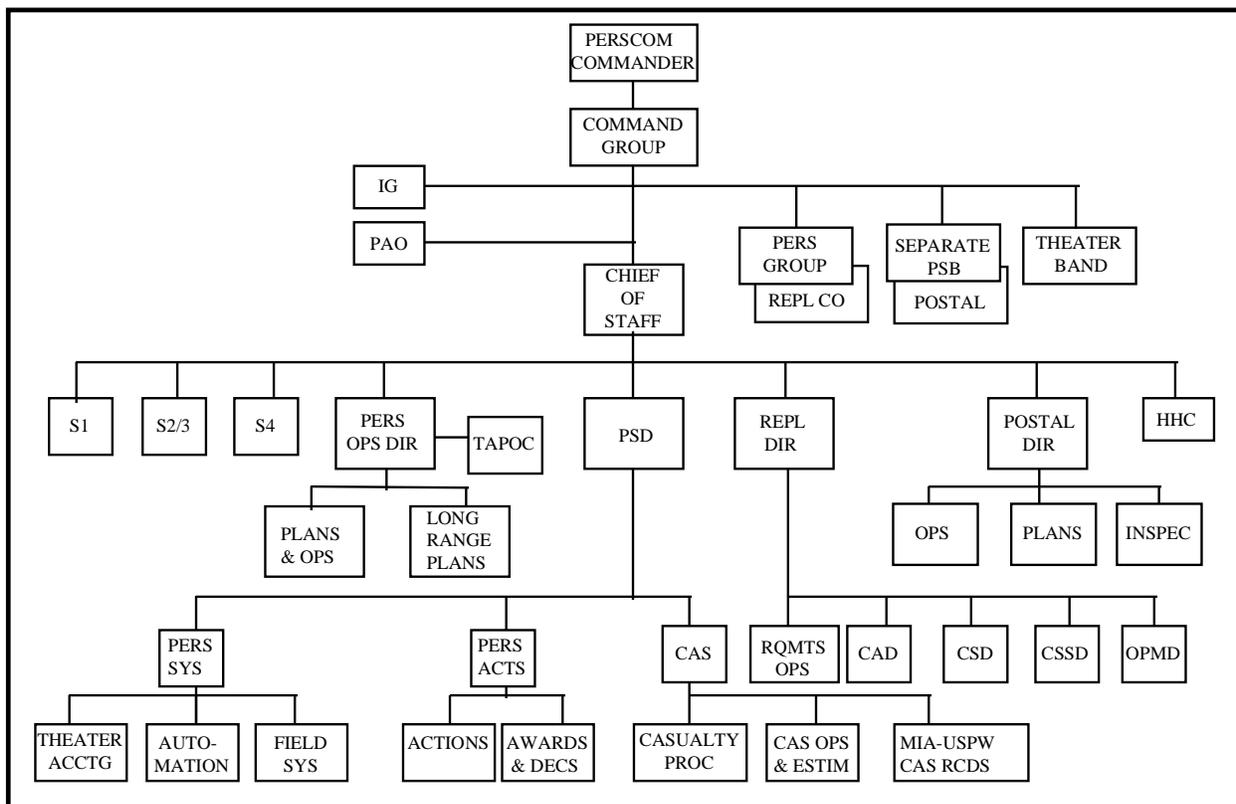


Figure 4-1. Theater PERSCOM organization.

the situation; to recommend replacement priorities to the DCSPER; to track the force, project replacement needs, and forecast the battle several days into the future; to manage services to the soldier and civilians to synchronize the theater's military personnel network; and to direct the TPMC.

a. *TPMC*. The TPMC supports the commander's decisionmaking process by providing him with unit readiness information, and it synchronizes support to subordinate commanders, units, civilians, and soldiers. The TPMC's mission is to sustain personnel readiness; direct theaterwide personnel systems; synchronize military personnel network operations, including unit regeneration and direct postal and replacement activities; and manage essential personnel services. It does not include the C² elements.

The theater DCSPER gives general staff guidance to the TPMC. He establishes policies and procedures and oversees their implementation in other personnel units. He provides technical guidance to personnel units, while OPCON normally remains within command channels. The TPMC is the coordinating organization for the theater personnel systems. He communicates with USTA PERSCOM and personnel groups to synchronize information and system processes. There are four directorates in the TPMCC—replacement, personnel operations, personnel services, and postal.

(1) The replacement directorate manages the theater personnel readiness and replacement systems. The replacement function demands coordination among the TPMC, the DCSPER, the DCSOPS, and the DCSLOG.

(2) The personnel operations directorate maintains personnel staffing requirements for all ASCC units and allocates available replacements within the theater in coordination with the replacement directorate.

(3) The personnel services directorate manages essential personnel services, theater personnel information, personnel accounting and strength reporting, casualty operations management systems, and retention management.

(4) The postal directorate manages the theater postal system.

b. C² relationships. Normal staff relationships exist between the theater PERSCOM and higher and lower HQ. Coordination is essential among the theater PERSCOM staff and other ASCC command staffs. Following are some of the more significant relationships:

(1) ASCC HQ. The ASCC commands and controls the theater PERSCOM and FINCOM. The theater AG advises the ASCC on personnel issues. The ASCC DCSPER exercises general staff supervision over the theater AG. These key staff members must maintain a close and continuous relationship.

(2) USTA PERSCOM. The TPMC communicates continuously with USTA PERSCOM on theater personnel strength information, casualty operations, and replacement operations management.

(3) Personnel group. The TPMC provides technical guidance on personnel management to the personnel groups and their subordinate units and sections.

(4) TA TRANSCOM. The theater PERSCOM depends on external transportation support for transporting replacements and moving theater PERSCOM elements when they relocate. This requires close coordination between the theater PERSCOM and TRANSCOM.

(5) Other organizations. The theater PERSCOM coordinates with joint and combined commands and HN activities regularly.

c. Employment. When deployed, the theater PERSCOM elements may operate from as many as four command posts (CPs): PERSCOM main, PERSCOM alternate, TA main, and TA rear. Theater PERSCOM personnel distribution to the various CPs depends on the tactical situation and the commander's judgment. An example of personnel distribution is at figure 4-2.

(1) PERSCOM main and alternate CPs. The TPMC constitutes the PERSCOM main CP. The PERSCOM alternate CP may be the follow-on echelons of the theater PERSCOM as it deploys into the theater. It would be located in a more secure location in the COMMZ or in CONUS. The alternate CP prepares to augment the main CP in split operations or to assume the main CP mission, if necessary, or during redeployment. The alternate CP must maintain continuous communication with the main CP and duplicate its communications requirements as much as possible.

(2) TA main and rear CPs. Theater PERSCOM elements at the TA main and rear CPs maintain continuous communications with the theater PERSCOM main and alternate CPs to provide direct interface with the TA HQ. Thus, they are able to respond quickly to TA command and staff requirements. They can also pass current battle information to the main and alternate CPs.

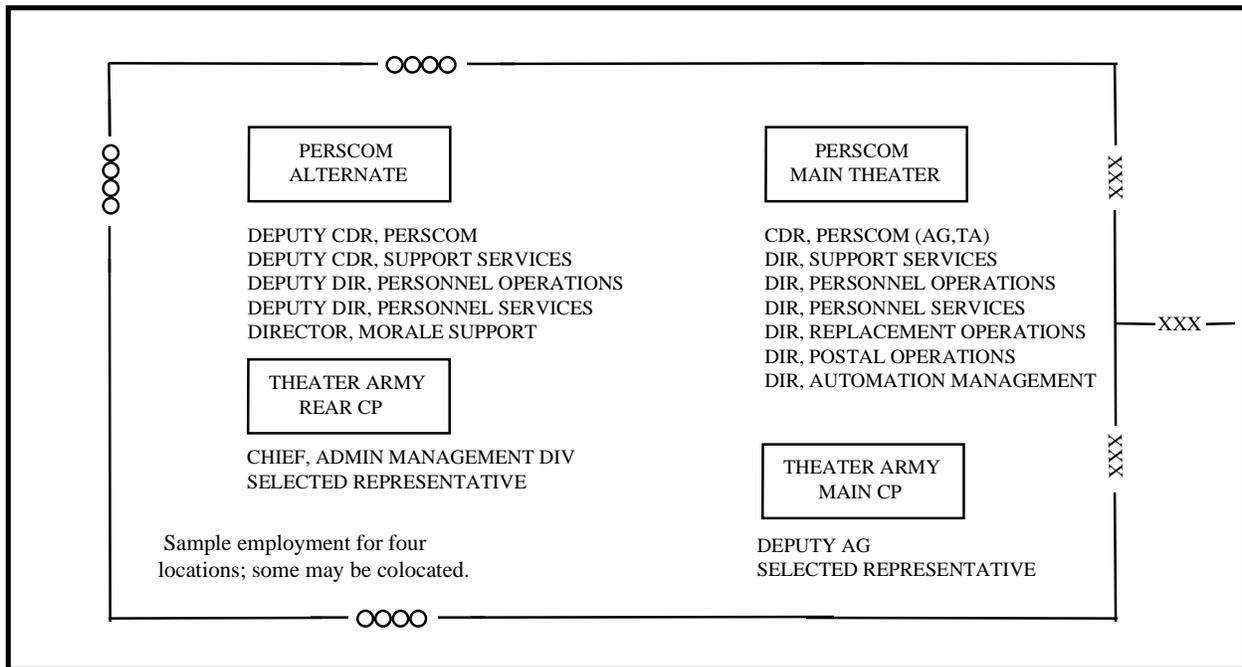


Figure 4-2. Theater PERSCOM battlefield locations.

4-4. ASCC DCSPER

The ASCC DCSPER is responsible for coordinating and integrating all PSS activities within the theater; establishing general theater-unique personnel policies; assisting the Army component commander in evaluating and influencing the theater command climate; directing the morale, welfare, and recreation, alcohol and drug abuse prevention and control, equal opportunity, and safety programs; preparing PSS plans and orders; preparing the personnel estimate of the situation; and recommending replacement priorities to the DCSOPS.

4-5. FINANCE COMMAND

The FINCOM provides finance support to all Army, joint, and combined commands and policy and technical guidance to all finance units in the theater. The FINCOM commander, in his capacity as the theater staff finance officer, establishes finance policy for the theater. The FINCOM will provide central funding support to all US and allied organizations and operations in the theater when DOD directs. It commands and controls finance battalions (FBs) not assigned to a finance group (FG).

The FINCOM commander recommends when and which finance functions will be performed, retrograded, or transferred to a designated finance support activity (DFSA). Based on his recommendation and in coordination with the Assistant Secretary of the Army (Financial Management and Comptroller) and Defense Finance and Accounting Service, the ASCC commander will approve transferring functions to a DFSA. He is also responsible for specified theater-level operational missions.

The FINCOM is an ASCC TOE unit. The FINCOM commander normally reports directly to the CINC or the ASCC. He does not command and control FGs. Corps and TAACOM commanders command and control FGs. The FINCOM commands and controls FBs not otherwise assigned to an FG. These FBs provide finance support to EAC units not otherwise supported by an FG.

The FINCOM is composed of the command section, internal control division, company HQ, S1/S4, S2/S3, finance and accounting policy division, and centralized operations division. The finance and accounting policy division provides theaterwide finance and accounting policy and technical guidance. The centralized operations division includes central currency funding, disbursing, commercial accounting, travel pay, foreign national and civilian pay, and accounting (appropriated and non-appropriated funds). The FINCOM organizational structure is shown in figure 4-3.

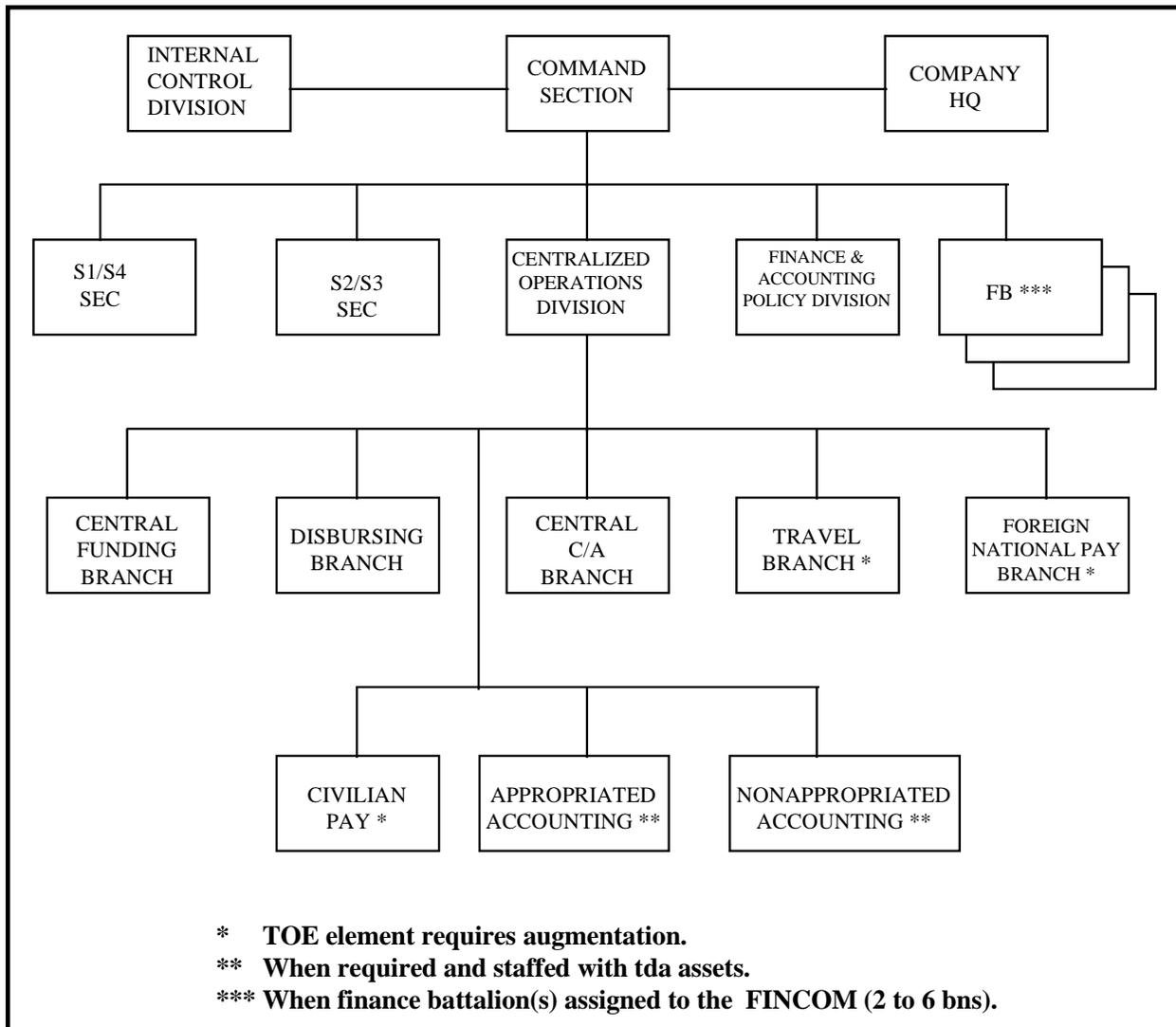


Figure 4-3. FINCOM.

4-6. RESOURCE MANAGEMENT SUPPORT

The Deputy Chief of Staff for Resource Management (DCSRM) is the ASCC's principal adviser on resource matters. The DCSRMs mission is to analyze the command's specified and implied missions and priorities, identify financial resource requirements, acquire the resources, allocate or distribute the resources, control and account for the resources, and evaluate and report on resource execution or use. Additionally, the DCSRMs directs or coordinates analyses of future program requirements (i.e., post

operations, etc.). He ensures the effective and efficient use of scarce funding to conduct or support command operations in peace, war, and other operations. A typical DCSRM organization is provided at figure 4-4.

The finance and accounting function is integral to a successful resource management operation. The DCSRM is a customer of various finance and accounting support options:

- A modified TOE (MTOE) finance unit performs in-theater accounting.
- A defense accounting office performs in-theater accounting.
- A DFSA performs out-of-theater accounting. If the support is in-theater, the finance and accounting support function locates close to the DCSRM organization.

The DCSRM follows several tenets in an operational theater. These tenets are based on observations of what has worked effectively during actual operations, but they should not be construed as strict rules.

- Centralize funds control at the highest practical level of command.
- Decentralize execution down to the deployed division or task force.
- Track execution at all levels of command.
- Report execution through command structure.

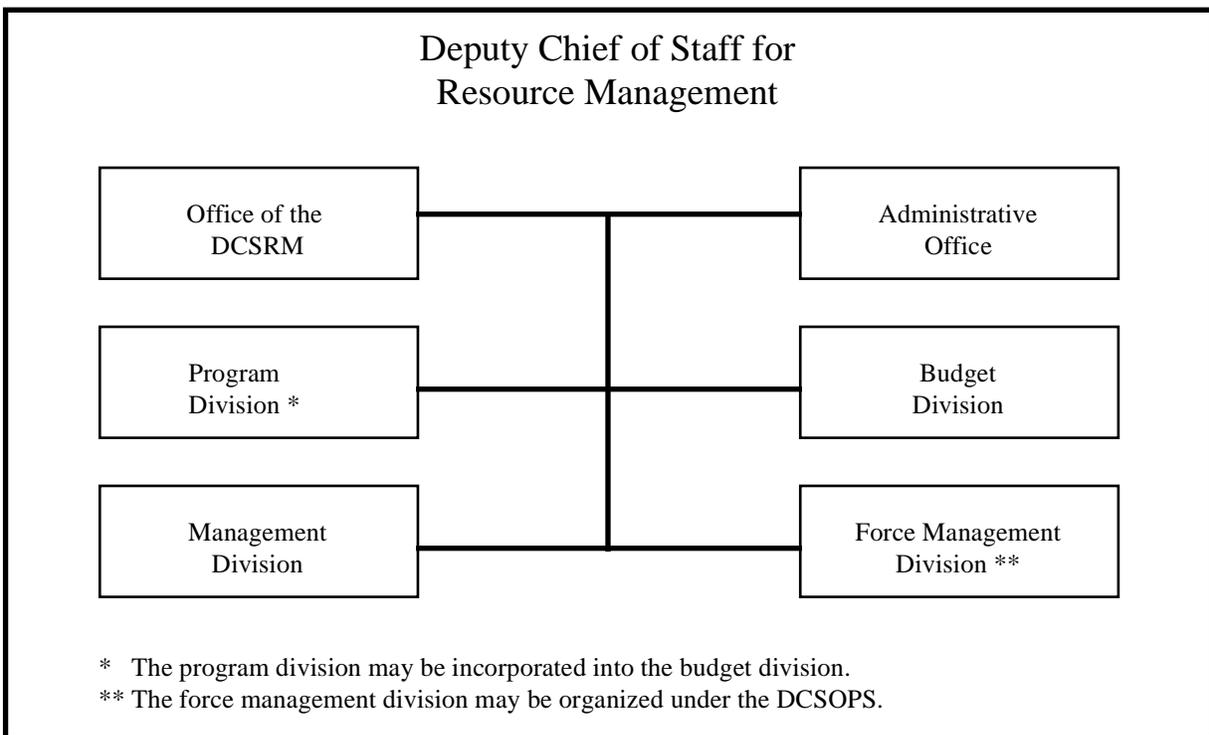


Figure 4-4.

ASCCs are constrained by the peacetime laws and regulations governing obligations, expenditures, and limitations on using public funds until officially notified of relaxed constraints. The ASCC, with the DCSRM's assistance, will use all available funds and, upon depletion of those available funds, will incur

obligations on a deficiency basis (Feed and Forage Act). Financial records will be maintained. Reprogramming needs will be communicated to HQDA for appropriate action at the department level. The DCSRSM should use the following guidelines in assisting the ASCC:

a. Resource management is performed early and in detail. The initial assumption in providing resource management support for an emergency operation or conflict is that maximum financial controls, accounting, and reporting will be required. The DCSRSM deploys a cell early into the theater to support operations immediately.

b. Because Army operations vary greatly in size, intensity, and duration, resource managers must be flexible in responding to support requirements. This includes the DCSRSM's organization in a theater of operations. It should be tailored to meet rapidly changing requirements.

c. Resource management functions are performed in all operational theaters. The intensity of an operation or conflict may dictate that some resource management functions such as manpower and internal review may not be performed in-theater, but financial support of operations is always required.

d. Resource management is closely linked to logistic and contracting operations in the theater. The cost of centralized supply and logistic operations should be captured outside the theater, primarily by automated means, but the resource manager should capture the costs of intratheater logistic and construction operations and locally procured supplies and services. The DCSRSM provides contracting officers and field ordering officers with limited funding authority to perform their functions to support Army operations and requires them to report how they execute those funds periodically.

4-7. RELIGIOUS AFFAIRS

The senior chaplain in each EAC element serves as a special staff officer for the command. The chaplain supervises his own staff section and provides technical control and coordination of all unit ministry teams (UMTs) in subordinate units. The UMT's mission is consistent at all echelons—to provide comprehensive religious support to all soldiers, their family members, and authorized DA civilians. Additionally, the chaplain advises the commander and staff on matters of religion, morals, ethics, and morale. The religious support missions unique to the joint, combined, and/or unified command staff UMT include—

- Advising the commander of indigenous religious conditions and limitations in the AO.
- Representing the commander regarding religious matters to the civilian religious community.
- Providing guidance and assistance to allied chaplain leaders in the command.

4-8. PUBLIC AFFAIRS

The senior Army commander implements public affairs (PA) guidance and plans consistent with the Assistant Secretary of Defense for PA and unified commanders, and provides technical assistance to subordinate units through PA assets organic to his command. The ASCC public affairs officer (PAO) is the sole media POC within a command and acts as the commander's spokesperson.

The PAO directs command information and media relations functions for all units assigned, attached, or OPCON to the Army commander. The senior Army PAO commands and controls TOE PA units augmenting the command or not assigned to subordinate commands.

a. Press camp HQ. The press camp HQ operates news media centers at corps and EAC. Its primary mission is to accredit, brief, and escort news media representatives and to coordinate support services for news media representatives.

b. Mobile PA detachment. The mobile PA detachment is the workhorse of the PA TOE units. Its capabilities include producing and distributing command information products (newspapers, fact sheets, audiovisual programs, etc.), providing media escorts, and providing command and public information releases to news media.

4-9. LEGAL SUPPORT

Legal support to the command, the soldiers, and the military community is accomplished through five functional areas: administrative and contract law, criminal law, claims, legal assistance, and international or operational law. The staff judge advocate (SJA) is a member of the commander's personal and special staff. As the commander's personal legal adviser, the SJA implements the commander's policies under the preventive law program and establishes the climate for handling legal matters.

CHAPTER 5

COMBAT HEALTH SUPPORT

Section I. Background

5-1. GENERAL

The basic Army Medical Department (AMEDD) mission is to maintain the Army's health to conserve its fighting strength (trained manpower). Medical services are employed to provide the most benefit to the maximum number of personnel. Patients are examined, treated, and returned to duty (RTD) as far forward as possible.

Combat health support (CHS) for the Army component in a theater of operations is the ASCC's responsibility. An ASCC surgeon is on the ASCC's special staff.

Normally, the MEDCOM commander or the senior medical commander in the COMMZ functions as the ASCC surgeon. As ASCC surgeon, he provides information, recommendations, and professional medical advice to the general and special staffs. He also maintains current data regarding the status, capabilities, and requirements of the ASCC's CHS. As the medical staff adviser, he is responsible to the ASCC for staff planning, coordinating, and developing policies for ASCC forces' CHS. The CHS functions are—

- Command, control, communications, computers, and intelligence.
- Patient evacuation and medical regulation.
- Hospitalization.
- Health service logistics/blood management.
- Area medical support.
- Dental services.
- Veterinary services.
- Preventive medicine services.
- Combat stress control (CSC) services.
- Medical laboratory services.

For additional information on CHS at corps and below, refer to ST 63-1.

Section II. Echelon IV and V Combat Health Support

5-2. INTRODUCTION

The CHS system is a single integrated system. It begins at the forward line of own troops (FLOT) and ends in CONUS. This system entails the effective medical regulation of sick, injured, and wounded patients in the shortest possible time to the medical treatment facilities (MTFs) that can provide the required treatment. All sick, injured, and wounded patients are regulated and evacuated without regard to

lateral or rear boundaries. CHS involves delineating support responsibility by geographic area. The system's effectiveness is measured by its ability to return soldiers to duty.

Nonmilitary personnel who accompany combat forces or who function within a theater of operations are authorized both treatment in MTFs and evacuation. The CMO officer, associated civil-military units, and the appropriate command surgeon coordinate required support.

Under the Geneva conventions, medical units cannot transport soldiers discharged from MTFs to their units.

Sick, injured, or wounded EPWs are treated and evacuated through normal medical channels but remain physically segregated from US and allied patients. EPWs are evacuated from the CZ as soon as possible. Only those sick, injured, or wounded prisoners who would suffer a great health risk by being evacuated immediately may be treated temporarily in the CZ. Accountability and security of EPWs and their possessions in MTFs are the echelon commander's responsibilities. AMEDD resources are not used to guard EPWs.

5-3. ECHELONS OF CHS

The echelons of CHS in a theater of operations are referred to as echelons (or levels) I through IV. Echelon (level) V is located in CONUS. Each echelon reflects an increase in capability with the function of each lower echelon being contained within the higher echelon's capabilities. Wounded, sick, or injured soldiers will normally be treated, RTD, and/or evacuated to CONUS (echelon V) through these four echelons. Echelons I through III are discussed in detail in ST 63-1.

a. Echelon IV. At this echelon, the patient may be treated at the general hospital (GH) or the field hospital (FH). The GHs are staffed and equipped for general and specialized medical and surgical care. Those patients not expected to RTD within the theater evacuation policy are stabilized and evacuated to CONUS. At the FH, reconditioning and rehabilitating services are provided for those patients who will RTD within the theater evacuation policy.

b. Echelon V. This echelon of care is provided in CONUS. DOD hospitals (triservice military hospitals) and Department of Veterans Affairs (VA) hospitals provide hospitalization at this level. Under the National Disaster Medical System, designated civilian hospitals will care for overflow patients from DOD and VA hospitals.

5-4. COMMAND AND CONTROL

The major EAC C² units are the MEDCOM and the medical brigades. The MEDCOM's mission is to command, control, and supervise assigned and attached units in the COMMZ. The MEDCOM is assigned on the basis of one per ASCC. The types and number of CHS units assigned to the MEDCOM depend on various factors such as size, composition, and location of supported forces; types of operations conducted; anticipated workload; and theater evacuation policy. An example of an EAC medical force structure in a mature theater is shown in figure 5-1.

The medical brigade commands, controls, and provides administrative and technical supervision for assigned and attached medical units in its area of operations. The brigade is assigned to the MEDCOM in the COMMZ or the COSCOM in the corps. The medical brigade is assigned to the COMMZ on the basis of one per three to seven battalion-sized units.

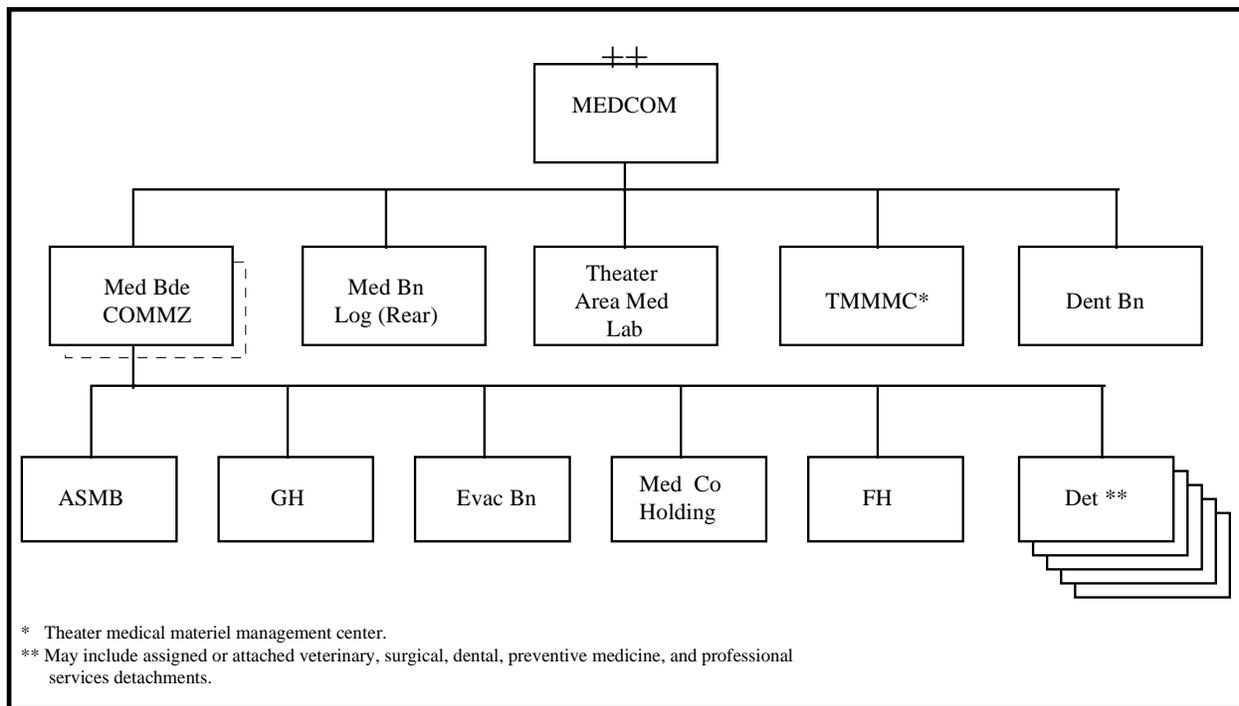


Figure 5-1. MEDCOM organization.

5-5. EVACUATING PATIENTS AND MEDICAL REGULATING

Patient evacuation is quickly, efficiently moving wounded, injured, or ill persons from the battlefield and other locations to MTFs. Medical personnel provide en route medical care during patient evacuation. Medical regulating is a system for coordinating and controlling patient movement through the various echelons of care. The system ensures the timely, efficient, and safe movement of patients, often over great distances, to the destination MTF. Medical regulating is executed so that patient welfare is second only to the tactical mission's success. The system entails identifying patients to be evacuated, locating available beds, and coordinating evacuation means so each patient is moved to the proper MTF with the least possible delay.

The preferred means of evacuation from the CZ to the COMMZ is by US Air Force (USAF) aircraft. The medical regulating officer assigned to the senior medical command in the CZ coordinates aeromedical evacuation requirements. If adequate air evacuation is not available, the medical regulating officer will coordinate ground transportation use. When there is an interruption in USAF aeromedical evacuation from the CZ, moving large numbers of patients to and from USAF mobile aeromedical staging facilities and between hospitals and convalescent centers may be done by ambulance buses, ambulance trains, or tactical helicopters (UH-60s and CH-47s) with medical attendants. The USAF will normally evacuate patients from the COMMZ to CONUS. Patient hospitalization and evacuation are shown in figure 5-2.

5-6. ECHELON IV (EAC) HOSPITALIZATION

Hospitalization is part of the theaterwide system for managing sick, injured, and wounded patients. The hospital system is specifically designed to provide patients with surgical and medical resuscitative, definitive, and specialty treatment.

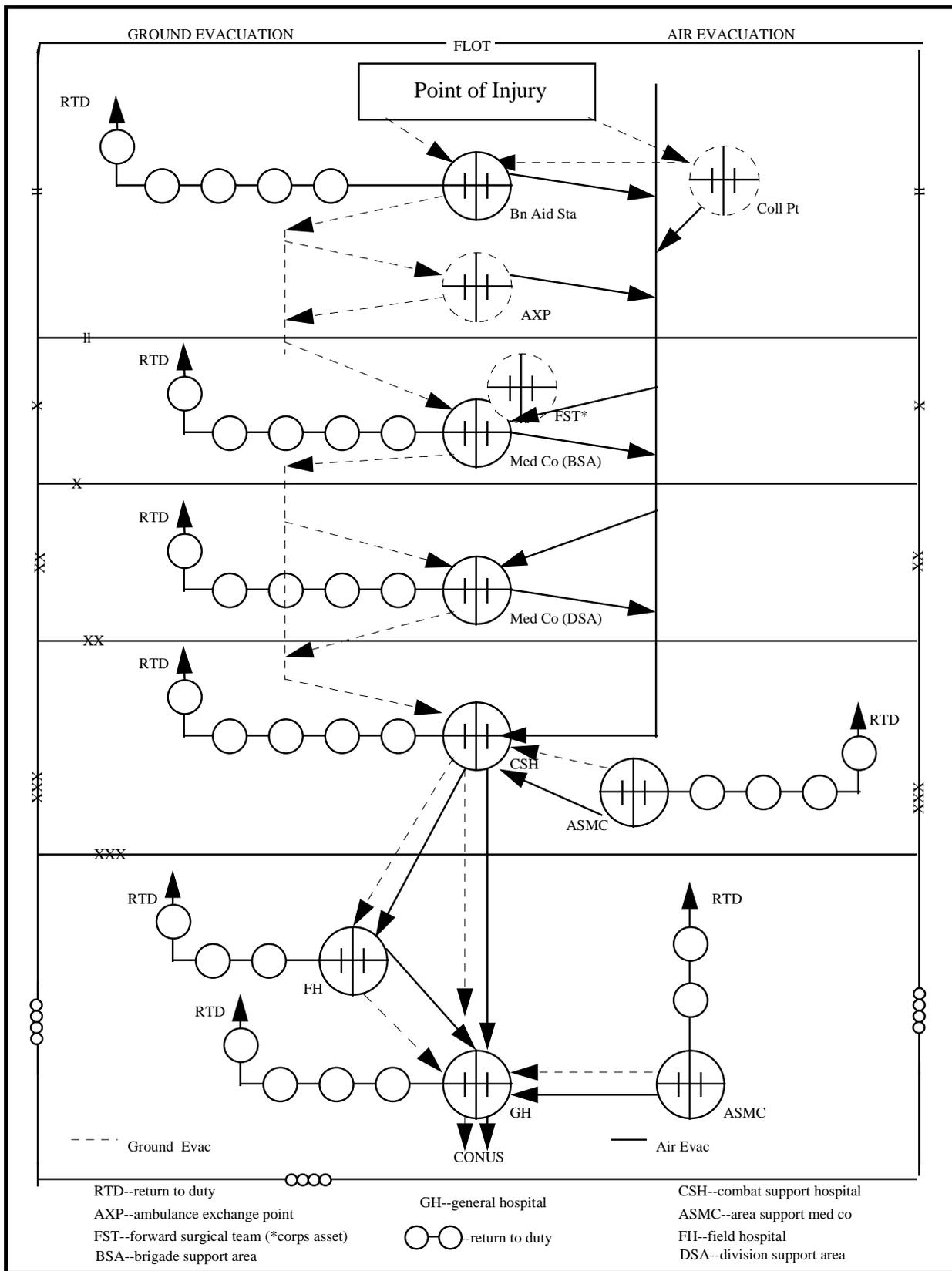


Figure 5-2. Patient hospitalization and evacuation.

Hospitals that are subordinate to the MEDCOM provide hospitalization in the COMMZ. Hospitalization is provided for patients originating in the COMMZ and for those received from the CZ. All COMMZ hospitals are being equipped with deployable medical systems. The GH and FH are normally employed in the COMMZ.

The FH is a 504-bed facility that hospitalizes patients and reconditions and rehabilitates those patients who can RTD within the theater evacuation policy. Most patients within this facility will be in the convalescent care category. The FH is normally located in the COMMZ but could be used in the corps rear when geographic operational constraints dictate. It is organic to a MEDCOM and may be further attached to a medical brigade. It is 20-percent mobile with organic vehicles.

The GH is a 476-bed facility that stabilizes and hospitalizes patients who require either further evacuation out of the theater of operations or who can RTD within the theater evacuation policy. It can provide specialized and definitive hospitalization to the theater. The GH receives patients from all hospitals in the theater and within its AO. The GH normally is located in the COMMZ. It is assigned to a MEDCOM and may be further attached to a medical brigade. It is 10-percent mobile with organic vehicles.

5-7. ECHELON V (CONUS) HOSPITALIZATION

In CONUS, the casualties are treated in CONUS hospitals that are staffed and equipped for the most definitive care available within the AMEDD CHS system. Hospitals in the CONUS base represent the final level of CHS. Hospitals that fall into this category are—

- MEDCENs.
- US Army Community Hospitals.
- Other Federal hospitals (sister service hospitals and VA hospitals).
- Civilian hospitals (equivalent to echelon IV and echelon V).

5-8. HEALTH SERVICE LOGISTIC SUPPORT SYSTEM

Health service logistics is an integral part of the CHS system. It encompasses the activities of medical supply (class VIII); medical equipment maintenance; optical fabrication; contracting services; single integrated medical logistics manager for joint operations; and blood management for Army, joint, or combined operations. Characteristics that set the class VIII system apart from the other commodities are—

- Technical nature/diversity of products and services.
- Clinician-medical logistics/maintenance interrelationship.
- Accountability for health care rests with the AMEDD.
- Protection under the Geneva conventions (materiel and personnel).
- Stringent regulatory requirements.

The organizational structure for the health service logistic support system that provides class VIII supply support and blood products to a theater of operations consists of four types of units: medical

logistics (MEDLOG) battalions (bns) forward (fwd), MEDLOG bns (rear), theater medical materiel management centers (TMMMCs), and MEDLOG support detachments. The MEDLOG bns receive, store, process, and distribute medical materiel. The supporting division-level medical company provides unit-level medical equipment maintenance.

The MEDLOG bn (fwd) provides DS and GS medical equipment maintenance to division units and area support to the corps. The MEDLOG bn (rear) provides DS/GS medical equipment maintenance to EAC on an area support basis. Both MEDLOG bns (fwd and rear) provide single-vision and multivision optical fabrication for all vision correction devices. Blood and blood products are supplied to the MEDLOG bn (fwd) from a USAF blood transshipment center (BTC) using supply point distribution or by the MEDLOG bn (rear) through unit distribution. At EAC, the TMMMC links the complete strategic wholesale continuum and theater MEDLOG units, providing intransit visibility, redirection of shipments, and intratheater cross-leveling.

The general locations of MEDLOG units are chosen as far forward as possible based on current and projected combat operations. Within limitations of the tactical plan, medical supply installations must have access to railheads, ports, airfields, and highways to facilitate medical materiel movement.

5.9. BLOOD MANAGEMENT

Blood management services are provided in a theater of operations to support US military and, as directed, allied military and indigenous civilian medical establishments. The unified commands maintain individual blood programs to meet their own needs. These programs are theaterwide and interface with the CONUS blood management system. They are a DOD effort. Blood management services in a theater of operations include—

- Receiving liquid blood and blood components from CONUS.
- Moving, storing, and distributing frozen blood products that are pre-positioned with the theater.
- Collecting and processing liquid blood.

Each unified command has a separate, integrated system for providing blood products to the various component MTFs. The Joint Blood Program Office (JBPO) serves as the single blood manager in the theater and interfaces with the Armed Services Blood Program Office (ASBPO) in CONUS. When the unified command blood program capabilities are exceeded, the JBPO requests assistance from the ASBPO. The ASBPO, in turn, requests support from the services. The blood collected and processed in CONUS is shipped to BTCs located throughout each unified command. The USAF operates the BTCs. They are centers for receiving and distributing blood. The BTCs are located at major airfields with tactical airlift capability.

Once at the BTC, the blood products are under the JBPO's control. Within the unified command, the JBPO will establish area joint blood program offices (AJBPOs). The AJBPOs direct the issue of blood products from BTCs in their area of responsibility to component command blood supply units (BSUs). The main source of blood to support wartime casualty care requirements does not come from collecting and processing blood in theater by the blood management service teams; it comes from the CONUS base.

Echelon II medical treatment elements, as well as the FST, will be able to store Group O blood. The other echelon III and IV hospitals will have blood management systems that will provide limited blood services.

BSUs operating in either the CZ or COMMZ are OPCON to a medical C² unit that provides communications support. BSUs should communicate with both supporting and supported units by voice, teletype, or data transmission. Direct communication between the BSU and its supported units is absolutely necessary. Direct communication with the BSU and informational communication with C² elements are encouraged. BSUs should also have access to Automatic Digital Network (AUTODIN) facilities.

5-10. THEATER ARMY MEDICAL MANAGEMENT INFORMATION SYSTEM

The Theater Army Medical Management Information System (TAMMIS) supports medical units' information management requirements worldwide. It was designed to focus primarily on wartime operations, but it is also used for contingency operations and for supporting some peacetime functions. TAMMIS improves the timeliness, accuracy, and resolution of information, including the status of medical units, supplies, equipment, and patients to support the tactical commander on the extended battlefield. TAMMIS consists of six subsystems supporting logistics and patient administration functions. The subsystems supporting logistics are medical supply (MEDSUP), medical assemblage management (MEDASM), and medical maintenance (MEDMNT). The subsystems supporting patient administration are medical patient accounting and reporting (MEDPAR), medical patient accounting and reporting command and control (MEDPAR-CC), and medical regulating (MEDREG).

5-11. MEDICAL INTELLIGENCE SERVICES

Medical intelligence is vital to strategic and operational planning as well as in preparing for all aspects of CHS activities. It is as critical to medical planning and operations as combat intelligence is to tactical planning and operations. Developing medical intelligence involves collecting, evaluating, analyzing, and interpreting foreign civilian and military medical, bioscientific, and environmental information. Strategic and medical planners need this intelligence to develop CHS that is responsive to the unique aspects of a theater of operations. Medical intelligence also assesses foreign military offensive and health service capabilities and health hazards that are unique to a given locality.

Medical intelligence includes foreign epidemiology; public health standards and capabilities; and quality and quantity of military and civilian medical personnel, training, supplies, facilities, and health services. Also considered are foreign animal diseases, health problems related to using local food supplies, and medical effects of and prophylaxis against chemical and biological agents. As new weapon systems are developed, intelligence concerning their biological impact is developed.

In the normal course of duty, medical personnel at all echelons obtain medical intelligence information. Such information should be reported quickly to the supporting intelligence element. Requests for specific medical intelligence should be made to the supporting intelligence element. Before it can be responsive to the consumer's requirements, this element must clearly establish a need for support. The Armed Forces Medical Intelligence Center at Fort Detrick, MD, provides worldwide medical intelligence support in CONUS.

Intelligence elements also may request specialized medical intelligence assistance from the COMMZ and CONUS as required. Plans, intelligence, and operations sections of the MEDCOM HQ and the medical group and/or battalion coordinate and provide medical intelligence support in the COMMZ.

Representative samples of medical supplies and equipment captured from the enemy must be forwarded through command channels to medical intelligence personnel for evaluation and exploitation. When materiel cannot be evacuated, medical intelligence specialists can make onsite evaluations. The

capturing unit evacuates all of the remaining captured supplies and equipment to designated collecting points where they are stored, maintained, and distributed IAW theater and major command policies.

5-12. CONUS MEDICAL MOBILIZATION

The medical mission in CONUS upon mobilization consists of four primary functional areas:

- Expand the medical and dental care systems to provide support for the returning theater casualties.
- Expand the AMEDD training base.
- Provide AMEDD professional officer filler personnel to the deploying forces as HQDA directs, and provide enlisted personnel as fillers as USTA PERSCOM directs.
- Provide medical and dental support (examinations, immunizations, optometry services, patient evacuation, troop medical clinic operations, hospitalization, etc.) to the mobilizing and deploying RC force.

The CONUS medical system for contingencies provides patient care in three medical support organizations, each being a part of the expanding base of patient beds. They are DOD hospitals (Army, Navy, and Air Force), VA medical centers, and civilian hospitals [volunteer participants in the National Disaster Medical System (NDMS)].

The Global Patient Medical Regulating Center Officer directs the flow of (regulates) theater evacuee patients into CONUS hospitals based on bed availability reporting procedures; patients are regulated regardless of service origin. By expanding the CONUS medical system into the VA and civilian communities, we expand the pool of available beds.

Generally, patients with long-term conditions and those not expected to RTD will be regulated directly into the VA medical system. The USAF will set up aeromedical staging facilities at primary C-141 arrival airfields in CONUS (McGuire AFB, NJ; Kelly AFB, TX; etc.). Patients will be triaged and sorted in these staging facilities and designated for further movement intra-CONUS by land or air transportation or admitted to a local hospital.

To expand the medical and dental systems, RC unit augmentation for a variety of support and augmentation missions supports the USAMEDCOM. Current HQDA missions for USAMEDCOM are to maintain care to dependents and retirees; support the deploying Active component, and mobilizing and deploying Reserve forces; and prepare for returning casualties. Individual mobilization augmentees and custom-designed TDA US Army Reserve (USAR) units backfill the gaps the deploying officer filler personnel and designated enlisted personnel leave. Specialty-designated USAR units are packaged to support the graduated mobilization response effort through packages, including installation medical support units that provide a soldier readiness process, veterinary food inspection packages, and blood collection and preparation packages. Additional custom-tailored USAR units will provide expansion capability as needed to respond to the contingency. It is anticipated that some patients in the early RTD category will be routed to the VA because of medical specialty requirements that are not available in the Army or DOD medical system.

5-13. CONUS-BASED MEDICAL LOGISTICS

The US Army Medical Materiel Agency (USAMMA) is the principal operating agency for the CONUS-based medical logistic system. USAMMA's mission is to assist The Surgeon General (TSG) in managing and executing the medical materiel programs that support Armywide health services. The following summarize the major mission areas that support both fixed (TDA) and field (TOE) activities:

- Medical materiel acquisition:
 - Deployable medical systems.
 - Medical diagnostic imaging systems.
 - Integrated logistic support.
 - Investment equipment management.
 - Materiel total package fielding.

- Medical materiel sustainment:
 - Rebuild medical sets, kits, and assemblages.
 - Maintenance policy and operations.
 - Depot-level medical maintenance support.
 - Logistic system development.
 - Logistic assistance.
 - Cataloging and support to the whole-sale logistic system.

- Logistic readiness:
 - Contingency planning and support.
 - War reserve materiel management.
 - Readiness assessment.
 - Domestic engagement.

- Security assistance:
 - Foreign military sales.
 - Humanitarian assistance.

- Training:
 - New equipment training.
 - Postgraduate AMEDD Medical Materiel Management Course.

The USAMMA's Armywide mission is carried out at five locations: Fort Detrick, MD; Tobyhanna Army Depot, PA; Defense Depot Tracy, CA; US Army Medical Materiel Center, Europe; and the 8th Medical Bn (Logistics), Korea. Assigned mission and function execution requires direct interface with virtually all medical units/activities, major commands, DLA activities, AMC, the Defense Medical Standardization Board, and Air Force and Navy counterparts.

CHAPTER 6

MAINTENANCE OPERATIONS

6-1. GENERAL

An ASCC organization's functions are to provide maintenance to units in and passing through the COMMZ, to provide backup DSM and GSM support to one or more corps, and to repair and return equipment and materiel to the supply system. ASCC organization principles for maintenance support are—

- Conserve resources within the scope of mission accomplishment.
- Reduce the maintenance burden on forward elements.
- Concentrate on rapidly returning equipment to the supply system.
- Allocate critical maintenance skills to support requirements that contribute the most to operational availability.
- Provide for channels to obtain support as needed from allied maintenance organizations.

6-2. AREA SUPPORT GROUP

The ASG is assigned on the basis of one or more per TAACOM, depending on the geographic area and number of subordinate units. ASGs provide DSM, GSM, GS supply, and services to tenant units and units passing through their assigned areas. The ASG provides—

- DSM to supported units on an area basis.
- GSM to the theater supply system.
- GS supply to the corps' units and units passing through or stationed in its geographic area of responsibility and assists in receiving, equipping, and preparing US units arriving in the theater.

The ASG also maintains and issues ASCC war reserves and sustaining stocks. It is within these ASGs that the GSM units are found. (Within an ASG, there may be both DSM and GSM units. These units may be in separate battalions or in the same battalion, depending on the size of the force being supported.) DSM units perform the same functions as DSM units in the corps area. GSM units perform the following missions in support of the theater:

- Repair components for the theater supply system.
- Limited repair of selected end items.
- Backup or reinforcing maintenance support to DS units.
- Provide augmentation teams as required to weight the maintenance battle.

6-3. GENERAL SUPPORT MAINTENANCE

GS-level maintenance supports the theater supply system through repairing components, assemblies, repairable exchange (RX) items, and operational readiness float (ORF) items. Maintenance also includes

overhauling end items and maintaining theater reserve stocks. This level of maintenance incorporates TOE, TDA, contractor, Depot System Command, or FNS activities in support of theater supply. GSM facilities are normally at EAC and operate in semifixed or fixed facilities.

GSM companies are structured to allow the theater to tailor them appropriately to support mission requirements. Each company has a base structure that can be augmented with a variety of composite platoons that have separate standard requirement codes (SRCs). This structure allows the company to be tailored to meet mission requirements and enhance deployment requirements to support force-projection operations and other operations. The base company may be augmented by any one of the following modular platoons:

- Track vehicle repair
- Wheeled vehicle repair
- Radar/digital equipment repair
- Armament equipment
- Power-generation repair
- Quartermaster/chemical equipment repair
- Signals communications equipment repair
- Construction equipment repair
- COMSEC/intel elect warfare repair
- Theater COMSEC record/inventory control

The TAMMC assigns the GS workload through the TAACOM MMC based on the theater's materiel needs. Typically, the TAMMC is the only agency that has theaterwide visibility of supply assets and requirements. It will apportion the GSM workload among the TAACOMs. The TAMMC will normally apportion the GSM workload in one of the following ways:

- GSM workload requirement is given to the TAACOM MMC. In this case, the TAACOM MMC will decide which GS assets within the TAACOM will be tasked.
- GSM workload requirement is given directly to the ASG/GSM unit. An information copy of the tasking document is required if transmitted to the TAACOM MMC.

For either method, the TAACOM MMC monitors the ASG/GSM unit's performance.

6-4. MISSILE MAINTENANCE

At EAC, the ordnance GS missile system support company provides GSM support for air defense and land combat weapon systems (except Patriot and Hawk air defense missile systems) for the entire theater. DS/GS augmentation teams may augment the company to support missile systems that are not habitually found in the theater. The company also operates the missile general supply support base which is a source of missile parts for the theater. At EAC and the corps area, the Patriot DSM company provides DS conventional maintenance support and class IX repair parts supply service to one Patriot air defense artillery battalion. This company is augmented by a DS/GS augmentation team.

6-5. AVIATION MAINTENANCE

Army aviation maintenance operations and organizations are integral to EAC, corps, and division aviation sustainment. The EAC aviation maintenance battalion's purpose is to provide aviation intermediate maintenance (AVIM) and backup aviation unit maintenance (AVUM) support to EAC-assigned aircraft; aviation repair parts supply support to EAC aviation units (including armament and avionics); and selected repair parts RX support for corps AVIM units. The EAC AVIM battalion also

provides backup AVUM to corps and division aviation units in the theater. Normally, two EAC aviation maintenance companies are assigned to an AVIM battalion. Depending on METT-T, the number and employment of AVIM companies will be tailored to best accomplish the mission. The AVIM battalion is organic to the TAACOM ASG.

Army aviation is extremely dependent on contractor maintenance. Civilian contractors exclusively maintain certain technical subsystems (i.e., Apache Longbow millimeter wave radar, Kiowa Warrior mast-mounted sight, etc.). To provide responsive support to a theater or contingency operation, AMC will supplement existing TAACOM AVIM capabilities with additional maintenance and supply support. AMC's ATCOM will often establish specialized repair activities, augment aviation logistic assistance representatives, and contract additional civilian support as part of the aviation maintenance structure. This same tailorable support package is also employed during other operation contingencies.

6-6. TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT MAINTENANCE SUPPORT

The basic theater test, measurement, and diagnostic equipment (TMDE) maintenance support structure is designed to provide one-stop TMDE calibration and repair support (C&RS) to combat divisions, corps, and EAC DS and GS units; AVIM units; and field depots. The TMDE battalion directs and coordinates TMDE C&RS for the TAACOM. It also provides a battalion headquarters and headquarters detachment to command and control TMDE maintenance operations.

A battalion is assigned when three or more companies operate in a theater of operations. Each TAACOM and corps is assigned one company. Each maintenance company has an operations section that plans, programs, supervises, and coordinates the technical operations of the company's TMDE C&RS mission. The operations section consists of five support elements:

- a.* An AN/GSM286 support team that provides theater-level C&RS for approximately 2,700 items of TMDE.
- b.* An AN/GSM287 support team that provides twice as many (5,400) items of TMDE as the AN/GSM286 support team because of the increased accuracy in low-frequency and microwave capabilities of the AN/GSM287 test set.
- c.* An Army calibration laboratory team that maintains and operates the secondary reference measurement standards to provide C&RS on all standards listed in Technical Bulletin 43-180 as requiring secondary reference level support (S-level).
- d.* AN/GSM-286 and AN/GSM-287 TMDE support augmentation teams that provide additional TMDE maintenance support specialists (military occupational specialty 35H) to existing area TMDE support teams.

6-7. COLLECTION AND CLASSIFICATION COMPANY

At EAC and the corps area, the collection and classification company establishes and operates a collection and classification facility for receiving, inspecting, segregating, preserving, and disposing of serviceable and unserviceable class VII and class IX materiel and similar foreign materiel (except items peculiar to cryptographic materiel, missile systems, airdrop equipment, aircraft, drones, and medical materiel). Basis of allocation is one per TAACOM, and it is normally attached to an ASG maintenance battalion.

6-8. THEATER ARMY MATERIEL MANAGEMENT CENTER

The TAMMC is the nerve center for ASCC theater supply and maintenance operations. The TAMMC tracks those supplies the ASCC designates as critical. It also serves as the prime interface between the theater and the CONUS sustaining base. To assist supply transactions, the TAMMC is connected electronically to the TAMCA, the TAACOM MMCs, the COSCOM MMCs, and the CONUS sustaining base. It coordinates assigned tasks, objectives, and priorities to support the theater mission. The TAMMC may also task TAACOM intermediate (GS) maintenance units to provide maintenance as the ASCC directs.

Critical systems that require intensive management may be assigned a theater army logistic system manager (TALSM). The ASCC will provide the TALSM with a charter specifying duties, responsibilities, and authority. The TALSM must be able to identify problems readily, establish priorities, and monitor theater requirements. The TALSM also coordinates with the CONUS base; ASCC staff elements; host nations; other service components; allied commands; and MMCs in the DISCOM, corps, and TAACOM.

CHAPTER 7

TRANSPORTATION OPERATIONS

Section I. Overview

7-1. GENERAL

Effective transportation requires a balanced and integrated system consisting of movement control, mode operations, and terminal operations. Transportation planning requires that transportation units and assets be provided to the level required and that their operation is centrally controlled. Transportation is essential to move forces and their logistic support systems into, within, and out of an AO. One of the greatest challenges confronting today's planners is to ensure that the right mix of transportation mode operating, movement control, and terminal units arrive in the theater at the right time to support reception, onward movement, and sustainment of forces. A shortfall in any element of the transportation system reduces logistic support's effectiveness to deployed forces. For example, if the necessary terminal organization does not service an airfield or seaport, it will create a bottleneck, thus breaking down other segments of the supply and transportation network.

7-2. TRANSPORTATION MISSION

Transportation's mission is to provide transportation services not only to the Army but also to all DOD and other Government agencies throughout the spectrum of military operations. In addition, during combined operations, US logistics may be required to support allied forces. Transportation supports the operational continuum that spans the strategic, operational, and tactical levels of war. Transportation activities support each level by planning, programming, and controlling movements; providing transportation assets; and operating terminals. Army transportation units will accompany the first combat formations that deploy into any theater to open and operate ports, discharge unit equipment and supplies, provide intratheater sealift and highway transportation, and provide onward movement of units and sustainment. Transportation Corps units will move supplies, equipment, and personnel required to sustain operations during the conflict and remain to redeploy forces. Transportation is the system of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between origin and final destination. This overview will discuss transportation operations from the strategic to the tactical levels of war.

7-3. TRANSPORTATION CONTINUUM

Transportation is a system of related but different functions that operate together to form a cohesive movements chain across the strategic, operational, and tactical levels of war. Strategic transportation, otherwise known as intertheater transportation, moves units, supplies, and equipment from one theater to another. It is normally associated with strategic deployment from CONUS. Operational and tactical transportation, otherwise known as intratheater transportation, is conducted within a theater of operations.

Transportation planning is conducted continuously during peacetime. At the national level, the DOT, and its Office of Emergency Transportation, is the emergency planning and coordinating organization. Specifically, DOT prepares national emergency civil transportation policies, plans, and procedures. These plans and procedures provide for the integrated control of all modes of commercial transportation

during national emergencies. They also allocate the civil transportation capacity to meet essential civil and military needs.

However, under both emergency and nonemergency conditions, when required to deploy forces to an AO, DOD will attempt to use normal operating procedures to obtain commercial transportation to support strategic deployment. This involves both movement from origin to POEs and strategic lift. In the event of competition for resources between DOD and the commercial sector, the JCS can recommend that DOD work with the DOT to use the Defense Production Act as the legal authority to obtain priority use of commercial transportation.

Section II. ASCC Transportation

7-4. ASCC TRANSPORTATION ORGANIZATION

Previous CSS instruction introduced CSS fundamentals and the organizations and missions of various transportation elements found in the corps and division. Regardless of echelon, transportation services are divided into three components at each echelon of command:

- Movement control.
- Mode operations.
- Terminal operations.

Various types of Army transportation units may be task organized to support operations under multi-functional or pure transportation HQ. In the ASCC, the TAMCA, its subordinate transportation battalions, and movement control teams (MCTs) perform movement control. The TA TRANSCOM conducts mode operations and terminal operations. The TA TRANSCOM and TAMCA are both major ASCCs. In the ASCC, the DCSLOG is responsible for transportation. The DCSLOG exercises staff supervision of the TAMCA and TA TRANSCOM, along with other logistic commands, to provide an integrated distribution system that supports the ASCC commander's priority of support. For specific unit capabilities, refer to FM 55-15. Figure 7-1 shows a typical ASCC transportation organization.

Movement control is planning, routing, scheduling, coordinating, controlling, and the intransit visibility of personnel, units, supplies, and equipment moving over LOCs and committing transportation support IAW command planning directives. Its major functions are movement programming, highway regulation, and coordinating transportation support. Staff planners, movement managers, and mode operators at each echelon conduct movement control. In the COMMZ, these are the DCSLOG, TAMCA, and TA TRANSCOM.

Transportation mode operations may include air, motor, rail, and inland waterway transport that TA TRANSCOM provides. At corps, corps support groups (CSGs) have subordinate multifunctional corps support battalions (CSBs) or transportation battalions tailored to meet each corps' specific support requirements. The CSBs and transportation battalions have various motor transportation units that provide support on an area basis under the movement control center's (MCC's) centralized control. To express this relationship simply, movement control consists of transportation managers and planners, while movers make up mode operations.

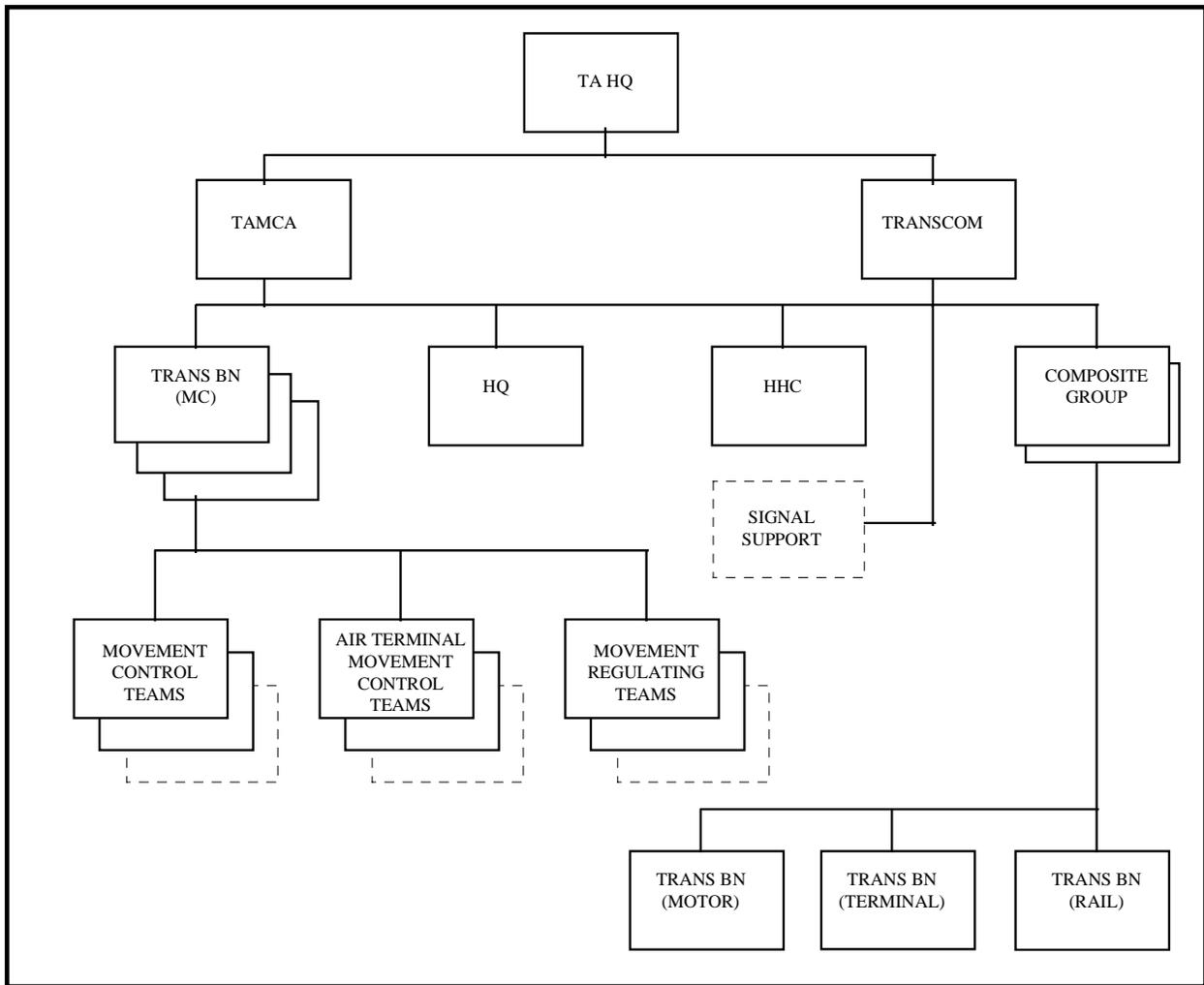


Figure 7-1. Typical transportation organization.

- Truck companies of several different designs can move large quantities of general cargo, petroleum products, and personnel throughout the AO.
- Cargo transfer companies can work at terminals, depots, or major supply points to prepare supplies and equipment for transshipment to users or to distribution points.
- Terminal service companies can operate water ports and off-load ships or assist civilian operators if water ports are available.
- Watercraft companies can move large quantities of supplies along intracoastal or inland waterways to remote areas that may not be readily accessible to motor vehicles.

Terminal operations include commanding and controlling operations at water terminals (established ports, beaches, and inland waterways), air terminals (Air Force and Army), intermodal terminals, and transfer points. The terminal operator (port commander) off-loads ships or aircraft and provides other necessary port services (see FM 55-17 and FM 55-60).

Movement control, mode operations, and terminal operations must work together to enable the transportation system to perform its mission effectively. With this in mind, we will now look at the principles of movement.

7-5. PRINCIPLES OF MOVEMENT

The principles of movement apply to all military transportation services and remain constant in peace and war. Additionally, they apply regardless of the planning level.

a. Centralized control/decentralized execution. Movement control will be centralized at the highest level at which it can be adequately exercised by commanders charged with providing total logistic support and monitoring the transportation system and infrastructure. This requires a focal point for transportation movement planning and resource allocation at all levels. That focal point, whether it be an individual or unit, must be constantly aware of requirements and capabilities. Decentralized execution enhances the flexibility to meet local requirements and to rapidly reprioritize support. In a unified command, this would be the unified commander assisted by the joint movement center (JMC) and/or Joint Transportation Board (JTB); in an ASCC, it would be the ASCC commander assisted by the TAMCA.

b. Regulated movements. Regulating transportation assets and LOC is required to prevent congestion and conflict of movements. This becomes even more critical if US forces must share available airfields, roads, rail lines, water terminals, and inland waterways with allied forces and host nations. Movements must not be validated, approved, or initiated if any part of the transportation system cannot meet the requirement. Movements must be regulated according to command priorities.

Unregulated use of a transportation system would soon lead to congestion and confusion, and it would hamper the movement of critical cargo and personnel forward in the theater. For this reason, traffic in the theater must be programmed to provide fluid movement throughout the transportation net. A movement program is a directive that allocates the available transport mode capability to satisfy the movement requirements IAW the commander's priorities. The program normally contains detailed information concerning origins, destinations, weight and cube of cargo, or types and number of personnel to be moved. If moves were not programmed, there would be no orderly interface between the transportation and supply systems.

Movement priorities are established IAW the commander's desires. Movement priorities combine supply and transportation priorities to provide a basis for allocating transport resources and for furnishing transportation service when requirements exceed capabilities. At the unified command level, the JTB or JMC establishes rules, regulations, and procedures for the transportation services, users, and movement agencies to use. Component and major command representatives and members resolve transportation issues and establish highway traffic regulation.

c. Fluid and flexible movement. The transportation system should provide an uninterrupted flow of traffic that adjusts rapidly to changing situations. It must be flexible enough to meet the changing priorities of a fluid battlefield and reallocate resources as necessary. Adjustments must be made to meet variations in wartime intensity. When forces are in the offensive, the transportation system must expand to maintain the impetus. In retrograde operations, however, the system retracts and the mode changes, and differing cargo priorities may be necessary. The operational environment, for example, would include adjustments to operate in NBC conditions and differing tactical situations that may dictate the types of convoys or controls established for motor movements. Availability and use of ports, beaches,

airfields, and road and rail nets not only allow the transportation system to meet tactical changes but also provide redundancy within the net. For example, if a port is destroyed or rendered inoperative, LOTS may have to be conducted at a usable beach. Or if a major portion of a road net is not usable, the mode may have to change to rail.

d. Maximum use of carrying capacity. This principle involves more than just loading each transport vehicle to its optimum carrying capacity. Transport capability that is not used in 1 day cannot be stored to provide an increase in capability for subsequent days. Similarly, a situation allowing a fully loaded transport to sit idle is just as much a loss of carrying capacity as is a partially loaded vehicle moving through the system. While allowing for adequate equipment maintenance and personnel rest, planners should keep transportation assets loaded and moving as much as the tactical situation permits.

As requirements for transportation within a theater fluctuate, each mode must be properly used to accomplish the commander's objective. For example, air transport is employed if reaction speed is the priority. Motor transport is considered the most flexible surface mode; it provides door-to-door delivery service and an interface with all other transportation modes.

7-6. MOVEMENT PLAN AND PROGRAM

Transportation planning begins with positioning transportation units (terminal operations, mode operations, and movement control) for theaterwide support or to support specific operations. Transportation planners should concentrate their efforts in those areas where HNS may be readily obtained and should recognize that adequate HNS is usually restricted to those areas that have a peacetime transportation activity. HN facilities and capabilities will not necessarily correspond to the disposition of the military forces to be supported. HNS plans should not include using civilian trucking or transfer operations in the forward portion of the corps area. The available military transportation resources should be employed in the CZ supported by HN resources in the COMMZ.

Movement programs are the product of movement planning at all levels. They are command directives the TAMCA, MCC, or movement control officer prepares. In the COMMZ, the TAMCA must coordinate with the coordinating staff (DCSLOG/DCSOPS), TAACOM, TAMMC, and other functional commands to plan an integrated distribution system. The distribution pattern at ASCC level is jointly developed, similar to the pattern accomplished at corps. The TAMCA and TAMMC begin with the general scheme of maneuver and the number and locations of troops to be supported. The movement program is used to preplan both known and anticipated transportation requirements for reception, onward movement, and sustainment. During the planning process, movement planners allocate available transportation resources to support requirements based on the commander's priorities. The steps in planning are—

- Assess the distribution pattern.
- Determine requirements.
- Determine transportation capabilities.
- Balance the requirements against the capabilities.
- Determine shortfalls, critical points, and recommended solutions for handling the shortfalls.
- Coordinate the program.
- Publish and distribute the movement program.

Before the program is published, it must be distributed for coordination. At this stage, it is used for guidance and information only and does not, in any way, authorize shipments to take place. It is designed solely to keep the movement organizations, mode operators, supply managers, and other interested agencies abreast of the evolving pattern of projected logistic activity and to identify potential problems early.

ASCC, corps, and division movement programs should supplement each other. Division movements that the division cannot satisfy must be submitted to the corps and included in the corps program. Likewise, the corps must submit movements it cannot accommodate to the TAMCA for inclusion in the overall theater program.

The movement program cannot and must not stand alone. It must be integrated into an overall distribution program. That is, for a particular movement, there must be a plan or program that designates who will load and off-load the shipment and what MHE will be required. This integration of functions into an overall program will ensure a rapid and responsive supply and transportation system.

The movements programming process goes beyond planning by scheduling those movement requirements that are of a sufficient priority to warrant allocating transport capability. Transportation capability is not held in reserve; that is, transportation requirements are satisfied, in priority, to the limit of available transport. Transport requests are never denied while transport assets are available to satisfy outstanding requirements. Consequently, programmed movements may well exhaust the projected capability and leave nothing with which to meet unprogrammed movement requirements. Only subsequent changes in priority can then divert capability away from programmed requirements to unprogrammed movement needs.

The foregoing applies mainly to scheduled movement planning. Unprogrammed movement requirements do exist and are expected to be heavy in the intense combat environment. The capability to support these requirements can determine an operation's success or failure.

7-7. HIGHWAY REGULATION

Operational requirements place a severe burden on road networks. Road networks must accommodate maneuver, tactical, and nontactical movements. Movement control planners must regulate highways to provide order, prevent congestion, and support the commander's concept of operations. Highway regulation is the responsibility of the commander exercising area jurisdiction; i.e., the ASCC, corps, and division commanders. The TAMCA, MCC, and division transportation office (DTO) perform highway regulation on behalf of their commanders.

Highway regulation includes planning, routing, scheduling, and deconflicting MSR use IAW command priorities. It often includes interfacing with HN movement control organizations. Effective highway regulation requires that moving units exercise strict organizational control of their movements to meet start point times, en route checkpoint times, and release point times. It also requires movement control elements to carefully plan highway regulation and traffic circulation plans that support the concept of operations. During execution, movements on controlled routes that require a movement credit, large-unit movements, and movements that cross boundaries must all be scheduled.

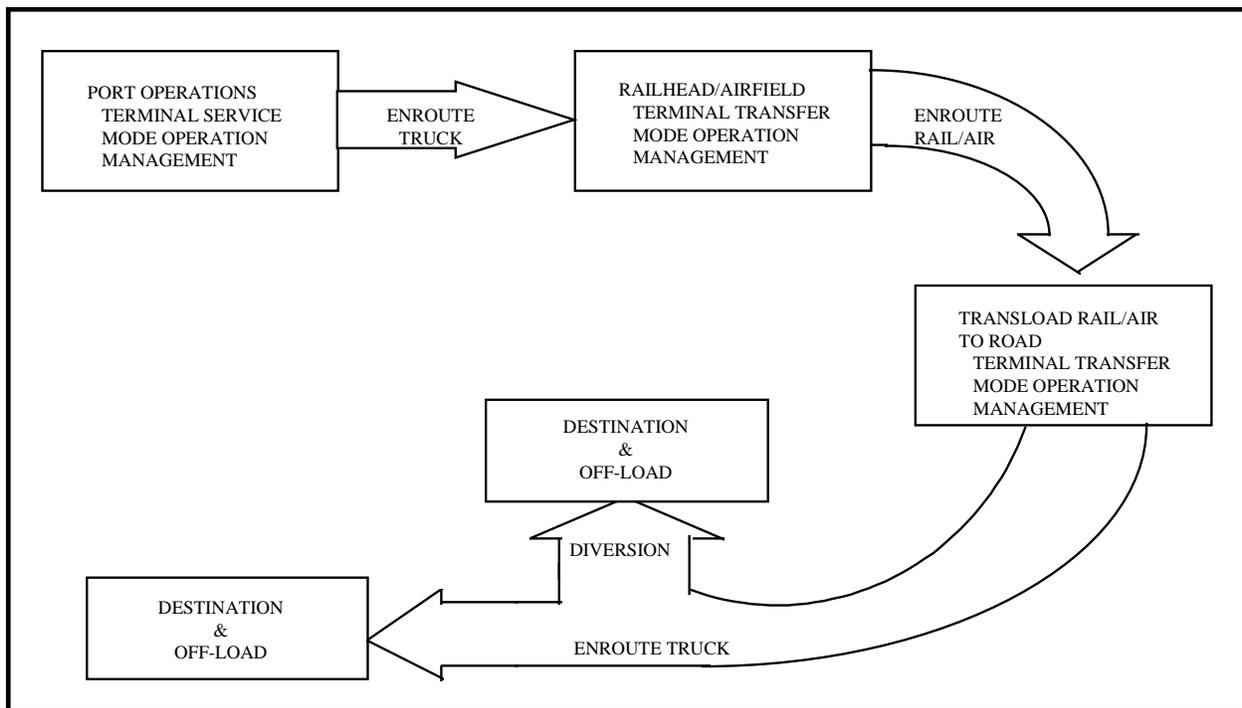


Figure 7-2. Movement flow (ASCC seaport to COSCOM supply activity).

7-8. TRANSPORTATION MOVEMENT PROCESS

Movements are classified as programmed or nonprogrammed. Programmed movements in the COMMZ will consist primarily of port clearance and daily distribution from ASCC storage activities. When movement requirements are programmed as described in paragraph 7-6, subsequent requests for transportation are not required. The shipper simply contacts the servicing MCT to activate the program line number. The MCT will verify that the information contained in the program is still valid. For port clearance, the TAMCA and TAMMC receive ship or aircraft advance manifests. The TAMCA will request that the TAMMC verify the cargo's destination or provide the TAMCA with diversion instructions. The TAMCA will normally assign an MCT to both SPODs and APODs to coordinate onward movement. Options for onward movement include ground, air, inland waterway, and rail. For an example of moving cargo from an ASCC seaport to a COSCOM supply activity, see figure 7-2.

The MCT will coordinate transportation support at the origin and provide input to the TAMCA to maintain intransit visibility. The TAMCA will coordinate with the destination MCT in the COMMZ or the corps MCC to provide advance arrival information. When shipments cross movement control boundaries; i.e., COMMZ to corps, movement control responsibility is transferred to the destination movement control organization to coordinate delivery. The destination MCT or MCC coordinates with the receiving activity to ensure adequate material handling capability and transportation support are available for movement to the final destination. If a diversion is required, the destination MCT arranges it. The origin MCT also will pass the necessary road traffic clearances for highway movements from origin to final destination. The receiving activity must off-load the cargo at its final destination.

Nonprogrammed movements begin when a transportation customer has a movement requirement that has not been programmed. The customer submits a transportation request to a movement control unit. A

customer is any unit or agency that has something to move. The customer must prepare the movement request as the respective theater prescribes. For example, within NATO, the prescribed format is Standardization Agreement (STANAG) 2156, *Surface Transport Request and Reply to Surface Transport Request*. Whatever the format, the information included in the request must indicate points of origin and destination, detailed cargo description (packaging, complete dimensions, and weight), and loading or off-loading instructions.

7-9. TRANSPORTATION SYSTEM ORGANIZATION AND OPERATION

Figure 7-3 shows the transportation services in the COMMZ. The three significant transportation elements for the ASCC are the ASCC HQ staff, the TAMCA, and the TA TRANSCOM. At the ASCC HQ staff level, the focal point for transportation planning is the DCSLOG transportation staff element. This staff element develops broad policy guidance and provides advice to the commander and other staff elements on transportation matters. This staff section acts as the—

- Transportation staff link between the ASCC and the theater JTB/JMC, the TAACOM, and the COSCOM transportation staff sections.

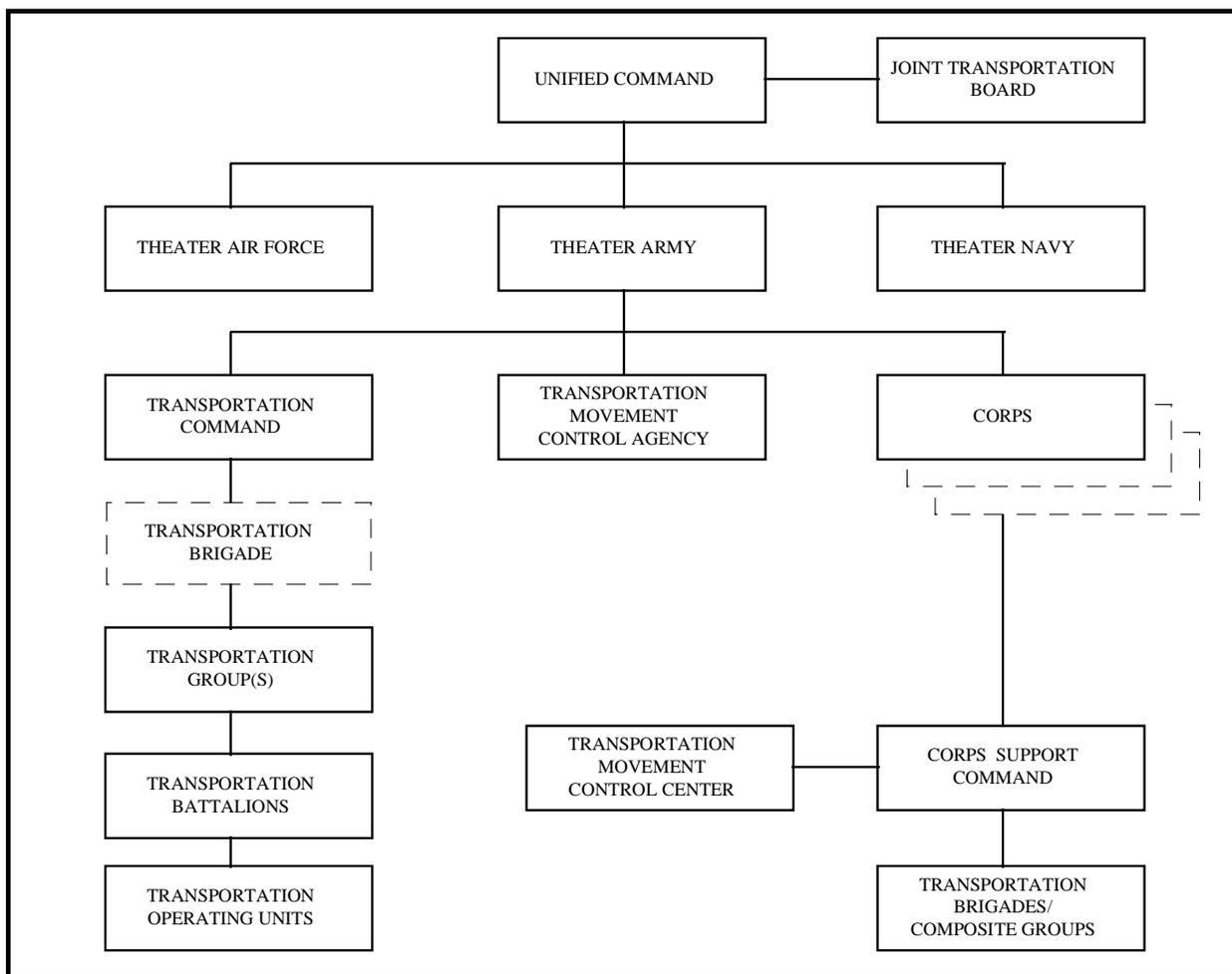


Figure 7-3. Transportation services in a theater of operations.

- Transportation staff adviser to, and coordinator with, other ASCC general and special staff sections.
- TAMCA's general staff supervisor.
- General staff supervisor of ASCC mode operations, and water terminal and cargo transfer operations.

The TAMCA, an ASCC functional command, is the theater movement manager. The TAMCA carries out ASCC-level movement management responsibilities and manages theaterwide transportation assets. When dictated by geographic dispersion or span of control, transportation battalions may be assigned to regions in the COMMZ. Each region's number and size are determined by the number of customers served and the number of modes and nodes that are in place. Transportation battalions are responsible to the TAMCA for controlling and managing movement matters that take place in their respective regions. MCTs are assigned to the battalions to decentralize the execution of movement matters on an area basis or at key transportation nodes. MCTs provide transportation users the point of entry into the transportation system. FM 55-10, *Movement Control in a Theater of Operations*, discusses the TAMCA in detail. Figure 7-4 shows a typical TAMCA organization.

The TAMCA's highway traffic division regulates highway traffic. Movement regulating teams serve as its enforcement and information arm. The teams operate at locations such as critical highway

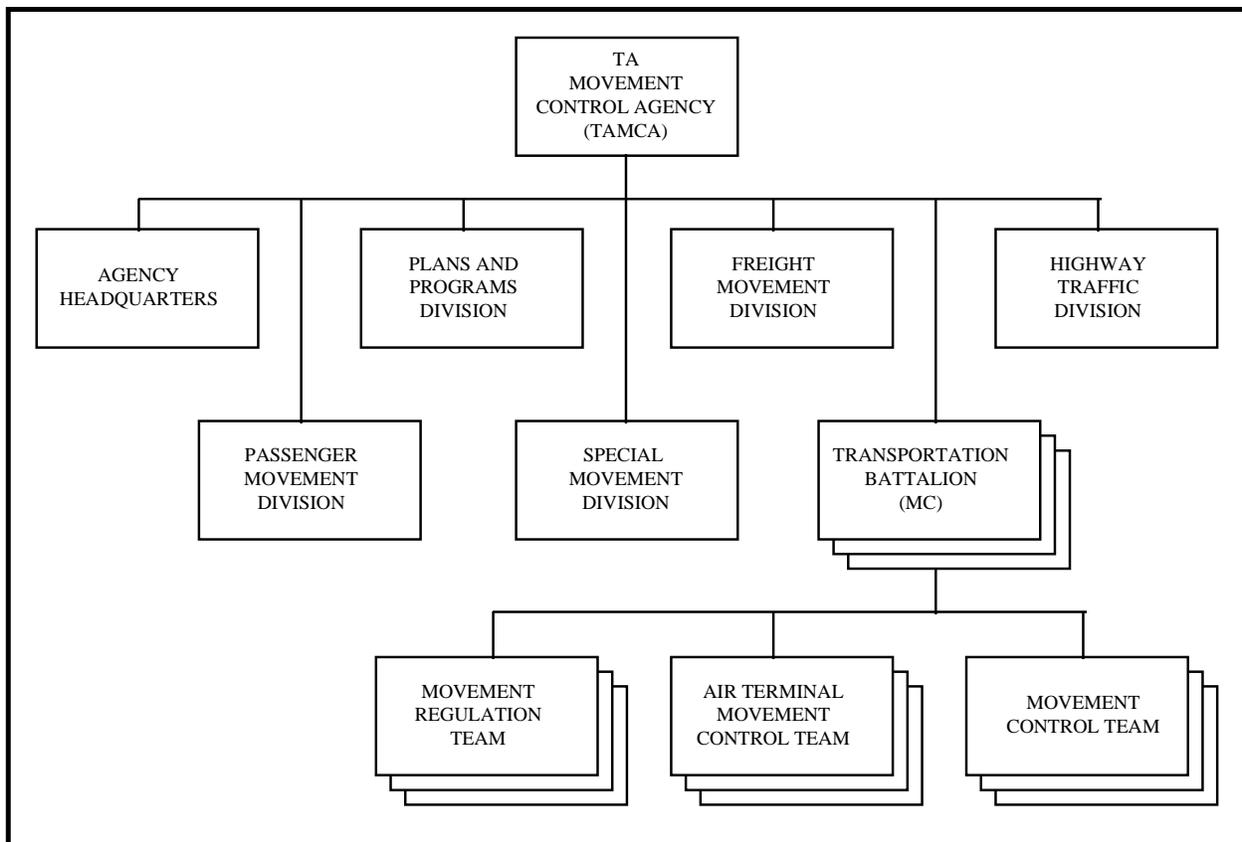


Figure 7-4.

points, APODs/SPODs, trailer transfer points, terminal transfer locations, first destination reporting points, and railheads. Their express purpose is to divert cargo, troubleshoot movement problems, and act as the commander's eyes and ears. Movement regulating teams enable the commander to extend his movement control capability into remote locations that may require a stand-alone operation.

Highway regulation must be synchronized with maneuver and battlefield circulation control planning. This requires close and continuous coordination between the TAMCA, the DCSOPS, and the ASCC provost marshal. Military police (MPs), when available to support battlefield circulation control, ensure that combat personnel, equipment, and supplies move smoothly, quickly, and with little interference on MSR. The host nation, if HNS is available, may also perform traffic control to support the highway regulation plan.

In a multinational environment, movement control functions are performed IAW procedures agreed upon between the HN and allied forces. Maximum coordination and preplanning in peacetime for HN or allied support are required to ensure responsive wartime movement.

The TAMCA, in coordination with the TAMMC, establishes distribution patterns so GS activity resources and the transportation system can best be used. In determining these distribution patterns, consideration is also given to the consignor and consignee's ability to ship and receive by various modes, their total capability, their respective geographic locations, and their locations with respect to the available transportation system and the local population's safety. The corps MCC has corps highway regulating responsibilities and coordinates logistic movements into, within, and out of the corps area of responsibility. The TAMCA, however, has technical supervision over corps MCC operations to ensure overall maximum effectiveness of available transportation assets.

The special movement division allocates the use of scarce special purpose equipment and coordinates large-unit personnel and equipment movements. Consignees may be located in the COMMZ or corps areas.

The senior transportation mode operating HQ in the theater may be a TA TRANSCOM or composite group. It provides transportation support in the areas of mode operations, including inland waterways, rail, motor, and air; terminal services; and cargo transfer operations. The TA TRANSCOM includes those organizational elements necessary to move personnel and materiel, except bulk petroleum, from points of arrival in the theater to the CZ and intermediate destinations. The TA TRANSCOM organization is structured to permit growth as requirements increase and the theater matures. It may include transportation composite groups, motor battalions, railway operating battalions, and terminal battalions. FM 55-1, *Army Transportation Services in a Theater of Operations*, provides a detailed discussion of the TA TRANSCOM organization and functions. Figure 7-5 shows those elements that may be in a typical TA TRANSCOM. The TA TRANSCOM's mission is to—

- Command and control transportation units and other assigned and attached units required to operate the ASCC transportation service.
- Provide staff assistance for ASCC-level transportation plans, policies, and procedures.
- Coordinate transportation service support matters with the TAMCA, ASCC major commands, and the host nation.
- Control HN transportation resources allocated to the ASCC transportation service.

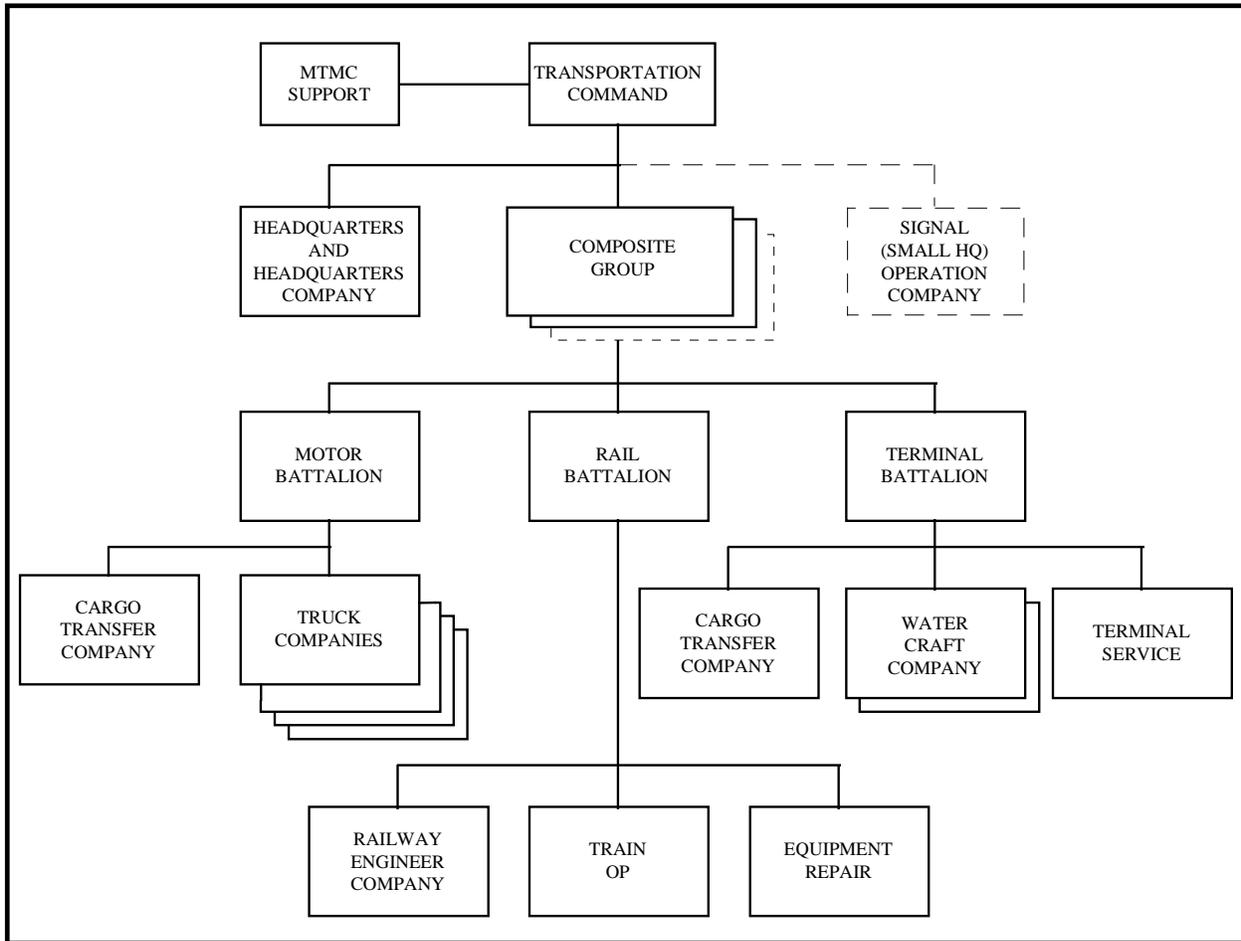


Figure 7-5. TA TRANSCOM.

7-10. RELATIONSHIPS OF TRANSPORTATION ELEMENTS

The ASCC staff is involved in planning, supervising, and coordinating the theater's mission. Therefore, authority for CSS operations is normally delegated to the subordinate functional commands. The TA TRANSCOM is the functional command that plans and directs the ASCC transportation operational support requirements.

The TA TRANSCOM, as the principal operational transportation HQ in the theater, provides theater-wide mode operations. It may also operate terminals and transfer points. However, while the TA TRANSCOM and its subordinate units provide the mode operating equipment in the COMMZ, transportation effort planning, use, and tasking are vested in the TAMCA and its associated regional movement control battalions and MCTs. The TAMCA is the ASCC commander's primary information source for planning and controlling the transportation system's operation. It coordinates with theater transport activities and those of supply, maintenance, and personnel that are the shipping and receiving activities. The TAMCA further provides the interface of ASCC movement actions with—

- CONUS transportation activities, particularly the MTMC, the Military Sealift Command, and the Air Mobility Command.
- TAMMC.
- USTA PERSCOM and TA TRANSCOM for moving personnel replacements.
- COSCOM transportation activities.
- HN or allied movement agencies.
- CONUS wholesale supply system agencies (AMC, DLA, and GSA).

7-11. OTHER TRANSPORTATION CONSIDERATIONS

The TAMCA must be supported by computer and communications systems that enable it to interface and communicate with activities worldwide that support moving forces and sustainment into the theater. In-theater requirements also depend on reliable communications capabilities for both voice and data transmissions. The DA Movement Management System-Revised (DAMMS-R) is the Army's transportation standard system for planning, programming, coordinating, and controlling movements and transportation resources in the theater. The operational concept for DAMMS-R emphasizes standardized integrated transportation application modules. These modules operate in a distributed mode on multiple hardware platforms over a variety of communications interfaces to internal and external information systems.

The composition of the commercial maritime fleet, the national container inventory, and the large percentage of supplies capable of being containerized will result in a substantial percentage of the supplies for the TAACOM and COSCOM supply support activity being delivered in containers. Containerization requires that transportation planners ensure that adequate terminal facilities, tractor power, MHE, container handling equipment, and container chassis are available. Controlling and managing containers will be at an echelon that permits theaterwide surveillance of the container inventory and centralized management of all container assets. Containerized cargo should be moved as far forward as the situation allows. Selected items of containerized class V may be throughput as far forward as the ammunition supply points in the corps rear area. Consideration in planning must be given toward unit handling capabilities for moving and storing as well as loading and unloading containers.

A portion of the Air Mobility Command and other theater airlift is normally allocated to the Army. The ASCC normally delegates airlift validation for using that airlift to the TAMCA that controls and allocates sorties among the several competing Army users based on priorities the theater commander establishes. The TAMCA, in coordination with the JMC, manages the allocated airlift. A portion of the Army allocation will be dedicated to CSS missions. Additionally, a portion of the Army air resources (principally medium-lift helicopter companies) may be prioritized and allocated to CSS missions. The TAMCA will also control these allocations. Airlift missions are categorized as preplanned and immediate. Preplanned missions are based on known requirements normally programmed in advance to provide sufficient time for necessary coordination and planning. Preplanned airlift is available to each component of a joint force IAW the joint force commander's priorities.

Airlift requirements that develop on short notice or that cannot be met by preplanned airlift are fulfilled through immediate request procedures. These immediate airlift requests most frequently result from unanticipated, urgent, or priority requirements that range from delivering high-priority items by individual aircraft to massive airlift support that requires maximum effort. Most frequently, immediate airlift requests are met by diverting or canceling preplanned missions. Such requests are facilitated by

early notification and coordination through command channels to the joint forces commander and concurrently through ground force logistic channels. Commanders at each echelon will normally establish priorities for their own units. On the joint force commander's approval or validation, the mission request is passed to the airlift control center for immediate execution. FM 100-27, *US Army/US Air Force Doctrine for Joint Airborne and Tactical Airlift Operations*, contains an indepth discussion of doctrine for theater airlift and joint airborne operations.

APPENDIX A
JOINT LOGISTICS

Note: The information in this appendix is a compilation of material on joint logistics. Most of the information came from Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations*, January 1995.

Strategy is to war what the plot is to the play; Tactics is represented by the role of the players; Logistics furnishes the stage management, accessories, and maintenance. The audience, thrilled by the action of the play and the art of the performers, overlooks all of the cleverly hidden details of stage management”

—LtCol George C. Thorpe, *Pure Logistics* (1917)

A-1. General

a. *Logistics.* Logistics provides the foundation of our combat power. It can be described as the bridge connecting a nation’s economy to a nation’s warfighting forces. Logistics is the process of planning and executing the movement and sustainment of operating forces in executing a military strategy and operation. The areas of logistic responsibilities are shown in figure A-1.

The art of logistics is how to integrate the strategic, operational, and tactical sustainment efforts within the theater while scheduling the mobilization and deployment of units, personnel, and supplies to support the employment concept of a geographic combatant commander. The relative combat power military forces can bring to bear against an enemy is constrained by a nation’s capability to deliver forces and materiel to the required points of application across the range of military operations. Commanders may have more combat forces than available logistic resources to move and sustain desired operations. A nation’s capability to deliver logistic resources has historically been a major limiting factor in military operations. This may be especially true in future joint operations when demands for military resources become highly competitive.

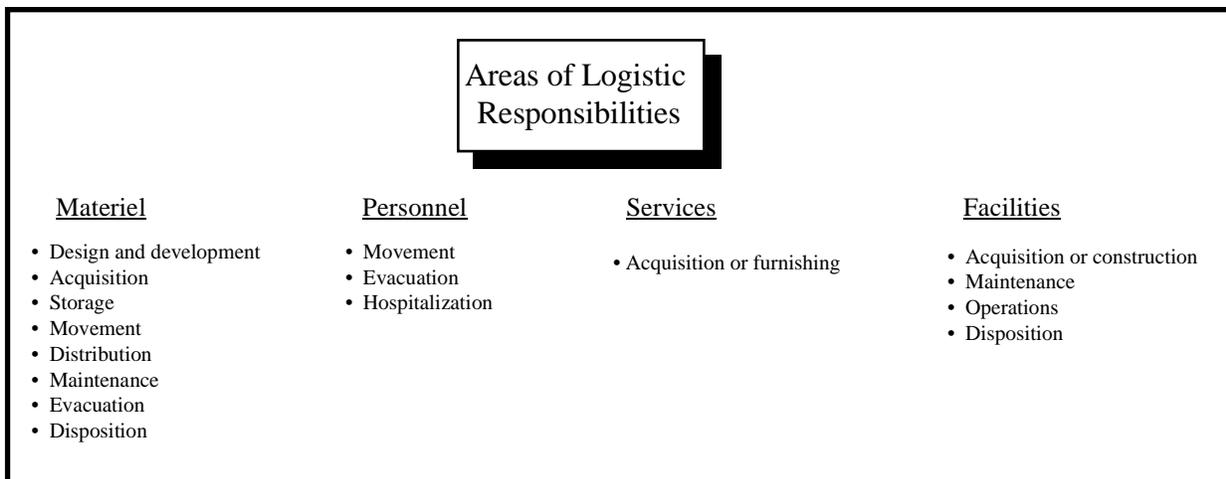


Figure A-1.

b. *Levels of logistic support.* Joint doctrine states that there are three levels of war—strategic, operational, and tactical. They apply in war and in MOOTW. Logistic support within these levels is demonstrated in the way the Joint Staff, Services, and warfighting commanders handle logistics. The Joint Staff and services concentrate on strategic logistic matters. The supported and supporting commanders’ logistic staffs manage both the strategic and operational logistic issues affecting missions assigned to the combatant commanders (CINCs) in the Joint Strategic Capabilities Plan (JSCP) by the National Command Authorities (NCA) and other such areas as the combatant commander directs. The services and the subordinate commanders down to their battlefield logisticians at the unit and ship level deal with operational and tactical logistic responsibilities, including developing procedures, doctrine, and training for supplying personnel with the necessary materiel to do their jobs.

All levels are interrelated with constraints at any level limiting decisionmakers’ options. Within their areas of responsibility, geographic combatant commanders may establish a theater of war and, if needed, subordinate theaters of operation (see Joint Pub 3-0, *Doctrine for Joint Operations*). The logistic concept should support theater activity by properly organizing support from the CONUS base to the CZ. Figure A-2 shows a broad framework for this organization and the scope of logistic support needed to support a theater. All levels of logistics involve CSS and affect the sustainability of forces in the CZ.

c. *Logistic functions.* Logistic support requirements involve six broad functional areas: supply systems, maintenance, transportation, general engineering, health services, and other services, (see figure A-3).

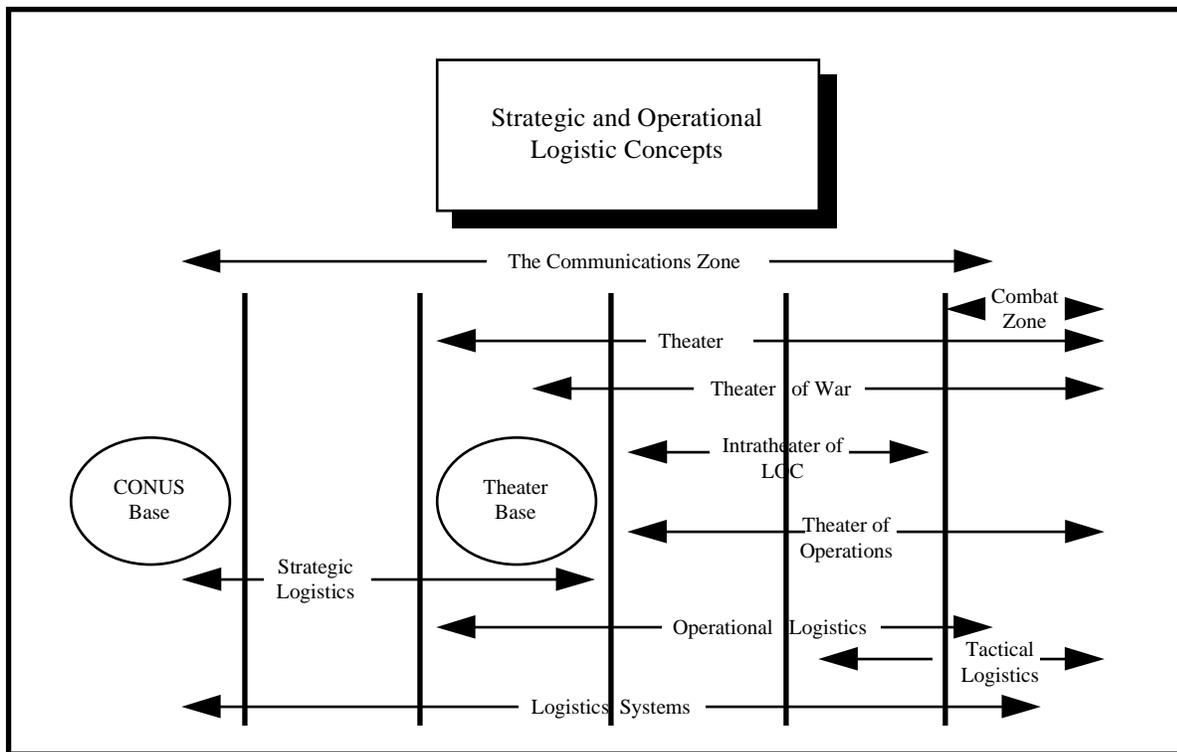


Figure A-2.



Figure A-3.

(1) Supply systems acquire, manage, receive, store, and issue the materiel operating forces require to equip and sustain the force from deployment through combat operations and their redeployment.

(2) Maintenance includes actions taken to keep materiel serviceable, return it to service, or update and upgrade its capability.

(3) Transportation is moving units, personnel, equipment, and supplies from the point of origin to the final destination. Additional guidance is in the Joint Pub 4-01 series of publications.

(4) General engineering provides the construction, damage repair, and operation and maintenance of facilities or logistic enhancements the combatant commander requires to provide shelter, warehousing, hospitals, water and sewage treatment, and water and fuel storage distribution to provide sustainment and services. Additional guidance is found in Joint Pub 4-04, *Joint Doctrine for Civil Engineering Support*.

(5) Health services include evacuation, hospitalization, medical logistics, medical laboratory services, blood management, vector control, preventive medicine services, veterinary services, dental services, and the required C² and communications. Additional guidance is found in the Joint Publication 4-02 series of publications.

(6) Other services are associated with nonmateriel support activities and consist of various functions and tasks the service troops and logistic community provide that are essential to the technical management and support forces (i.e., aerial delivery, laundry, clothing exchange and bath, and mortuary affairs). Additional guidance is found in Joint Pub 4-06, *Joint Doctrine and JTTP for Mortuary Affairs in Joint Operations*.

d. Joint support responsibilities and requirements. To avoid shortfalls or increased risk in OPLANs, logistics must be balanced between the combatant commander's needs and logistic resource availability. Logistics is also a function of command. To control the strategic, operational, and tactical levels of war, one must also control logistics. For a given area and mission, a single command authority should be responsible for logistics. Combatant commanders exercise COCOM over assigned forces. COCOM includes directive authority for logistics, giving the combatant commander the unique ability to shift

logistic resources within the theater. COCOM cannot be delegated. Normally, this authority is exercised through subordinate joint force commanders and service and/or functional component commanders.

Joint Pub 0-2, *Unified Action Armed Forces (UNAAF)*, fully explains COCOM and the other command relationships of OPCON, tactical control, and support. (Note: A CINC's authority is generally confined to the theater, while logistic support beyond the theater is usually a service's responsibility. This authority underscores the need for accurate, well-coordinated prior logistic planning among CINCs, services, supporting agencies, and allies.) Support, which often involves logistics, is a force's action that aids, protects, complements, or sustains another force and may involve providing services, resources, and combat power but does not involve transferring forces or units. Support is characterized as mutual support, GS, DS, and close support. Joint Pub 0-2 also provides descriptions of the concepts of coordinating authority, administrative control, and direct liaison authorized.

One way the combatant commander applies directive authority is in determining the type of servicing to employ within a combatant command. Types of servicing are single-servicing, in which each military department supports itself; cross- or common servicing, in which one department supports itself and another; and joint servicing, in which a jointly staffed and funded activity supports two or more military services. The using service reimburses the issuing service for cross-servicing. At the COCOM level, directive authority may encompass all of these servicing modes.

- Single-servicing—each service supports itself.
- Cross-servicing—one service supports another (reimbursed).
- Common servicing—one service supports another (not reimbursed).
- Joint servicing—two or more services jointly staffed and funded.

e. Multinational logistic support responsibilities and requirements. For coalition and combined commands, formal arrangements for C² may not be feasible, but joint command relationships and procedures give US combatant commanders an entry position on which to base multinational relationships. Combatant commanders cannot enter into multinational relationships that are contrary to US policy without NCA direction. Allied and coalition nations design their logistic systems to facilitate self-sufficiency within their fiscal capabilities. Although sustaining its forces is each nation's own responsibility, varying degrees of mutual logistic support among nations can be expected. Exchanging logistic support among members of alliances or coalitions can result in significant economies of effort.

However, in the absence of appropriate international agreements, there is no authority for the geographic combatant commanders to provide for or accept logistic support from allies or coalition partners. Under these circumstances, multinational commanders should attain as much control of logistics as possible through tact, diplomacy, knowledge of allied forces' doctrine, and generally good personal relations with allied and coalition subordinate commanders and political leaders. Commanders of the appropriate service component commands should screen requirements for multinational forces supported by or under the control of a geographic combatant commander and report separately to the geographic combatant commander's J4. The combatant commander establishes the necessary reports and forwards the requirements to the Chairman, JCS, to obtain NCA approval to provide support to multinational forces. The geographic combatant commander will ensure he renders assistance to multinational forces IAW assigned responsibilities and as the NCA directs.

f. Elements of the logistic process. For each of the functional areas listed in paragraph A-1c, the geographic combatant commander should consider the four elements of the logistic process: acquisition,

distribution, sustainment, and disposition. At the theater strategic level, specific considerations include logistic resources necessary to generate combat forces and sustain their operations, the procurement process needed to ensure logistic resources are available in a timely manner, the process of allocating available logistic resources among subordinate commands, and the distribution system necessary to achieve maximum combat effectiveness. Theater strategic considerations are shown in figure A-4. At the operational level, specific considerations include identifying operational requirements and establishing priorities for employing the resources provided.

Geographic combatant commanders should understand that these functions will vary in definition and application, and plan accordingly. Efforts should be made to standardize these functions without inhibiting operations. Logistic functions should use existing service component policies and procedures whenever possible. If it is not possible to use these existing policies and procedures, the geographic combatant commanders must identify and resolve differences with service commanders early in the planning process to ascertain the degree of uninterrupted logistic support in the theater. These procedures apply across the range of military operations. Ideally, units will conduct prior deliberate planning and testing of modifications in joint exercises to ensure adequate logistic support for the expected joint operations.

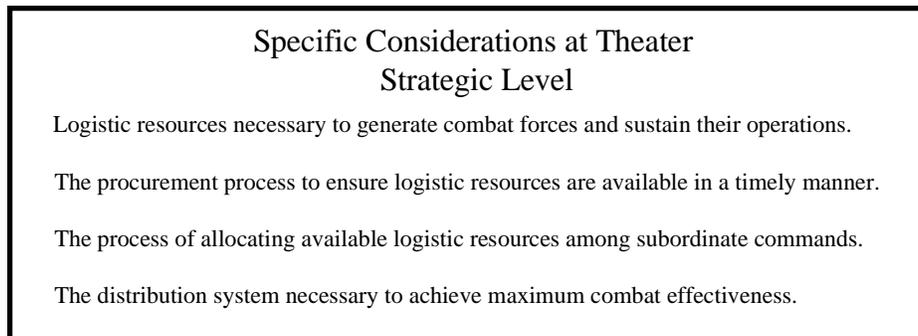


Figure A-4.

*I don't know what the hell this logistics is that Marshall is
always talking about, but I want some of it.*

—Fleet Admiral E. J. King to a staff officer (1942)

A-2. RESPONSIBILITIES

a. Authority and control. Commanders of combatant commands may exercise directive authority for logistics (or delegate directive authority for a common support capability). A combatant commander exercises directive authority for logistics by issuing subordinate commanders directives, including peacetime measures, necessary to ensure the following:

- Effectively executing approved OPLANs.
- Effectiveness and economy of operations.
- Preventing or eliminating unnecessary facility duplication and overlapping functions among the service component commands.

This authorization of directive authority is not intended to discontinue service responsibility for logistic support; discourage coordination by consultation and agreement; or disrupt effective procedures, efficient facility use, or organization. Unless the Secretary of Defense otherwise directs, the military departments and services will continue to logistically and administratively support service forces assigned or attached to joint commands, subject to the following guidance:

- Under peacetime conditions, a COCOM commander's logistic and administrative responsibilities will be consistent with the peacetime limitations imposed—legislation, DOD policy or regulations, budgetary considerations, local conditions, and other specific conditions the Secretary of Defense or Chairman, JCS, prescribe. Where these factors preclude commanders executing a combatant commander's directive, the combatant commander's comments and recommendations, together with the comments of the component commander concerned, will normally be referred to the appropriate military department for consideration. If the matter is not resolved quickly with the appropriate military department, the combatant commander will refer it through the Chairman, JCS, to the Secretary of Defense.
- Under crisis action, wartime conditions, or where critical situations make it necessary to divert the normal logistic process, combatant commander's logistic and administrative authority enable them to use all forces' facilities and supplies assigned to their commands as necessary to accomplish their missions.

A combatant commander will approve service logistic programs (base adjustments, force bed-downs, and other aspects as appropriate) within the command's area of responsibility that will have significant effects on operational capability or sustainability. When the combatant commander does not concur in a proposed service logistic program action and coordination between the combatant commander and the service chief fails to result in an arrangement suitable to all parties, the combatant commander may forward the issue through the Chairman, JCS, to the Secretary of Defense for resolution.

b. Implementation and execution. Implementing and executing logistic functions remains the responsibility of the services, US Special Operations Command, and the service component commanders.

c. Single-service logistic support. Each service is responsible for the logistic support of its own forces except when agreements with national agencies or allies, or assignments to common, joint, or cross-servicing otherwise provide logistics support. The combatant commanders may determine that common servicing would be beneficial within the theater or a designated area. If so, the combatant commander may delegate the responsibility for providing or coordinating service for all service components in the theater or designated area to the service component that is the dominant user.

d. Reviewing requirements. The combatant commander will review requirements of the service component commands and establish priorities through the deliberate planning process to use supplies, facilities, mobility assets, and personnel effectively. He will provide balanced and uniform plans in furthering the command's mission.

e. Transferring functions and facilities among services. The CINCs should give appropriate guidance to their components for transferring forces and rendering support. Under wartime or crisis conditions, a CINC may direct function transfers as necessary. This authorization of directive authority is not intended to abrogate service responsibility for logistic support. Every effort will be made to obtain the service's concurrence through coordination with service component commands or directly to the appropriate service's headquarters. Under all conditions, implementing such a directed transfer,

including administrative and procedural aspects, is the responsibility of the service component commanders involved. The combatant commander still oversees and resolves issues.

f. Forces subordinate to combatant commands. Logistic responsibilities for forces subordinate to the combatant command will follow single-service command channels except when specifically directed otherwise either by the authority assigning those subordinate forces to the combatant command or by the Secretary of Defense, or when common, joint, or cross-servicing agreements and procedures provide other responsibilities. The geographic combatant commander may delegate to the commander of a subordinate joint force directive authority for a common support capability within that subordinate commander's joint operations area.

A-3. Supply

a. Geographic combatant commander. A geographic combatant commander's responsibilities for supply are listed in figure A-5. Geographic combatant commanders effectively coordinate supply support between the service components, establish supply buildup rates, and state theater stockage levels. When practical to improve economy of effort, common-item support may be assigned to a service component command, normally the dominant user. Geographic combatant commanders also allocate critical logistic resources within their theaters. They must ensure that statements of assigned forces' requirements (including mutual support arrangements and associated ISSAs) are prepared and submitted IAW existing directives of the Secretary of Defense, the secretaries of the military departments, and service chiefs.

b. Service component commands. Subject to the combatant commanders' responsibility and authority as outlined, commanders of the service component commands must logistically support their forces and directly communicate with appropriate HQ on all supply matters and related requirements such as deploying supplies, materiel, and equipment into the area of responsibility. Component command commanders will keep the geographic combatant commander informed of the status of supply matters affecting their forces' readiness.

c. Subordinate commands. Subordinate command commanders could be required to provide supply support to elements or individuals of other services within the theater or designated area.

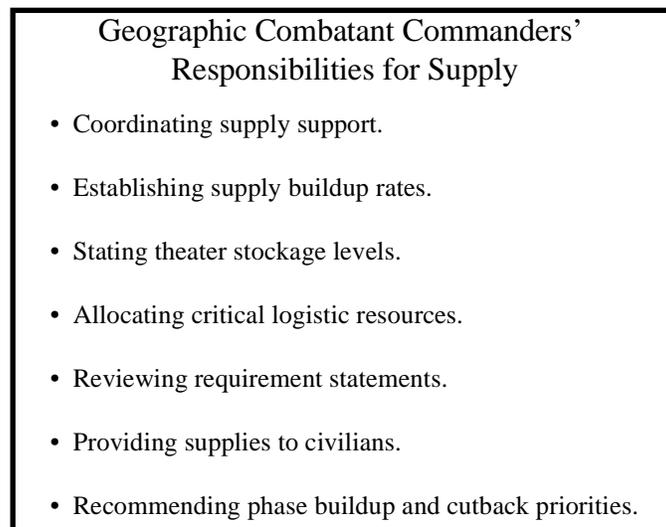


Figure A-5.

d. Supplies for civilians. The geographic combatant commander provides supplies to civilians in occupied areas IAW current directives, obligations, and treaties the United States recognizes.

e. Phased buildup and cutback priorities. The geographic combatant commander recommends the priority of the phased buildup and cutback of supplies, installations, and organizations essential to the mission to the Chairman, JCS.

A-4. DISTRIBUTION

Distribution is a function of visibility, management, and transportation. The geographic combatant commander maintains an effective theater distribution network that is consistent with the services' intertheater policy and procedures and for prescribing unique policies and procedures relating to the theater's distribution network. In general, service component command commanders will operate their distribution networks IAW established service procedures using established distribution channels whenever possible.

A-5. MAINTENANCE AND SALVAGE

Geographic combatant commanders are responsible for maintenance and salvage coordination within the theater. Where practical, establish maintenance facilities for joint- or cross-service use, and emphasize interservice use of salvage assets. However, service component commanders will remain responsible for service-peculiar item maintenance support. Maintenance priorities should emphasize mission-essential weapon systems that can be rapidly returned to combat readiness. An effective maintenance program (including preventive maintenance) can minimize retrograde and supply needs for major end items and enhance battle damage repair efforts.

A-6. FACILITIES ENGINEERING AND BASE DEVELOPMENT

a. Base establishment. Geographic combatant commanders establish bases necessary to accomplish the mission.

b. Real estate requirements. Geographic combatant commanders coordinate real estate requirements within the theater. Interservice use of real estate should be maximally encouraged. Geographic combatant commanders will resolve conflicting requirements for additional real estate and incompatible use of existing real estate.

c. Facilities construction. Combatant commanders prioritize, plan, and coordinate the road, bridge, and facility construction necessary to support their mission. Overseas contingency construction project requests require geographic combatant commander validation. Additionally, the CINC will determine priorities for programming facilities necessary to support the mission.

d. Facility assignment. The services are normally responsible for facility acquisition funding and support. Geographic combatant commanders should ensure that the minimum-essential engineering and facilities required to support the theater operational and tactical requirements are assigned to the service components. Based on mission requirements, the combatant commander may direct temporary transfers between service components. Local facility use should be maximized, especially in occupied areas.

A-7. TRANSPORTATION

The Commander in Chief, US Transportation Command (USCINCTRANS) provides strategic air, land, and sea transportation to deploy, employ, and sustain military forces to meet national security objectives across the range of military operations. Combatant commanders coordinate their movement requirements and required delivery dates with USCINCTRANS who, with the transportation component commands, provides a complete movement system from origin to initial theater destination. This system includes effectively using military and commercial assets. Finally, USCINCTRANS procures commercial transportation services through component commands (within legal constants) and activates, with Secretary of Defense approval, the Civil Reserve Air Fleet (CRAF), Ready Reserve Force (RRF), and Sealift Readiness Program.

a. Air Mobility Command, Military Sealift Command, and MTMC transportation facilities and supplies. Air Mobility Command, Military Sealift Command, and MTMC transportation facilities and supplies not assigned to the geographic combatant commander are normally exempted from his logistic authority. Combatant commanders should communicate their requirements and priorities for modifying existing facilities and establishing new transportation facilities to service component commanders and USCINCTRANS.

b. Air and water ports. Host nations operate and control most airports and seaports located OCONUS, but US forces may augment them. During wartime, each service is primarily responsible for loading and unloading its military units. The responsibilities of the Army Materiel Command and its controlled aircraft are contained in multiservice publications.

A-8. PROCUREMENT

Logistics procurement is generally a national and service responsibility. Currently, the CINCs have only indirect influence on service procurement. The CINCs use a series of reports and messages to the services; Chairman, JCS; or Defense Programming Resources Board such as integrated priority lists, critical item lists, and defense budget issues to influence the budget system. The CINCs' role in the Planning, Programming, and Budgeting System is changing, and this relationship will be put forth in future DOD directives and joint publications.

A-9. HEALTH SERVICES

Geographic combatant commanders coordinate and integrate CHS within their theaters. Where practical, jointly use available medical assets to support the warfighting strategy and concept of operations. Combatant commanders should ensure that the CHS system accomplishes its goals of returning ill and injured combatants to duty as far forward as possible and stabilizing and rapidly evacuating those patients who cannot RTD within the established theater evacuation policy.

A-10. FIELD SERVICES

Combatant commanders are responsible for searching, recovering, identifying, caring for, evacuating, or disposing of deceased personnel within their theaters. The responsibility extends not only to deceased US personnel but also to allied, third country, and enemy dead. For humanitarian, health, and morale reasons, this responsibility may extend to the local populace. Combatant commanders will control and coordinate mortuary affairs operations within their theaters. This responsibility also pertains to peacetime mass fatality incidents.

A-11. COMMAND, CONTROL, COMMUNICATIONS, COMPUTER SYSTEMS, AND INTELLIGENCE SUPPORT

Effective command, control, communications, computers, and intelligence (C⁴I) are vital to planning, initiating, conducting, sustaining, and protecting a successful joint operation. Logistic operations and intelligence functions depend on responsive C⁴I, the central system tying together all aspects of joint operations and allowing commanders and their staffs to initiate, direct, monitor, question, and react. Integrating logistic and operational command, control, communications, and computers is essential.

A-12. SECURITY ASSISTANCE

Combat commanders will identify materiel requirements for regional minimum-essential security assistance and consolidate and prioritize wartime requirements within their theaters.

A-13. WARTIME HOST NATION SUPPORT

a. Negotiation authority. Geographic combatant commanders will obtain authority for negotiations with HNS through Joint Staff, Office of the Secretary of Defense, and Department of State channels. HNS assistance can include, but is not limited to, POL; transportation; telecommunications; civilian labor; rear area protection; facilities; contracting; equipment acquisition; supplies; services; and CHS. Areas of potential HNS are shown in figure A-6.

b. Facilities and real estate. Geographic combatant commanders must coordinate with the host nation to acquire and use facilities and real estate.

c. Acquisition cross-service agreements (ACSAs). Geographic combatant commanders and component commanders will ensure use of existing HNS, if applicable, to avoid duplicating HN effort. Component commanders will inform the combatant commander if an HN ACSA exists. If one does not exist, the CINC or subordinate commander can initiate an ACSA with the host nation when having one would be advantageous.

Host Nation Assistance (can include but is not limited to)	
Transportation	Telecommunications
Civilian Labor	Supplies
Services	Combat Health Ssupport
Rear Area Protection	Facilities
Contracting	Petroleum
Oils	Lubricants
Equipment Acquisition	

Figure A-6.

d. Language support. Geographic combatant commanders and component commanders should make every effort to obtain language support for negotiations with local nationals. The most effective negotiations occur when military members show competence in local language and customs.

A-14. COUNTERINTELLIGENCE SUPPORT

Critical to logistic operations is an accurate picture of the threat through which the theater logistic forces must travel. Hostile activities can impede forward movement, destroy logistic stockpiles, close airports and seaports, and destroy critical logistic elements' prime movers. Hostile actions can render invalid logistic support assumptions made during deliberate planning. Knowing the potential threat (including terrorism, hostile special operations forces, refugees, and other aspects as appropriate) is critical to the logistic effort. Counterintelligence support provides threat assessments, affects liaison with HN security and intelligence services, and conducts operations and investigations to identify and/or neutralize the threat. Combatant commanders should be aware of counterintelligence support capabilities and can obtain assistance through the CINC's counterintelligence security officer.

A-15. JOINT LOGISTICS AT THE OPERATIONAL LEVEL OF WAR

The CINC is responsible for joint operational logistics. He applies logistic resources to generate, produce, and support theater combat power. Furthermore, the CINC must ensure that his campaign plan integrates operations and logistics plans. In his overall concept, the CINC establishes an interrelationship between operations and logistics. He does this by insisting on close cooperation and information exchange between operations and logistic planners. The CINC's influence is essential in bridging the operations-logistics gap.

Operational logistics planning should be carried out concurrently with strategic planning and before tactical planning. It must be done in conjunction with, and in support of, operation planning to identify and resolve support problems before the plan is implemented. This is one of JOPES' major objectives. Next, the entire spectrum of planning should consider logistic support requirements and capabilities. Simply stated, planners focus on the objective and plan backward from that point to determine how to achieve that objective. Resources are limited. In planning, questions must be answered to determine whether adequate resources are available for operations. If not, logistics will limit OPLANs. Once the operation concept is developed, the logistic concept is defined in enough detail to allow service planners to begin detailed logistic support planning for their forces. Logistic planning must—

- Be concurrent and integrated with operational planning.
- Support operational planning.
- Define logistic concept sufficiently to allow detailed support planning.

Although the service component commanders furnish the logistic resources, the CINC develops the plan to use these resources to support the theater concept of operations. The logistic plan must cover all levels of war. In addition, the CINC should coordinate the logistic part of his plan with the international and national organizations, service components, and other commands supporting his operation.

CINCs or subordinate joint force commanders may establish joint logistic centers, offices, and boards to coordinate the logistic effort. The following are examples of joint logistics centers, offices, and boards:

a. Joint Transportation Board (JTB). The JTB will establish priorities and allocate common-user transportation resources within the theater. It will process all requests for reapportioning or adjusting established allocations from the component commanders.

b. Joint movement center (JMC). The JMC is established under the supervision of the joint force commander's J4 to implement the tasking and priorities the joint force commander provides. It coordinates all means of transportation employment (including what allies or host nations provide) to support the concept of operations. This coordination is accomplished through establishing strategic or theater transportation policies within the assigned theater (consistent with relative urgency of need), port and terminal capabilities, transportation asset availability, and priorities the CINCs set. Joint Pub 4-01 provides joint transportation procedures for using common-user lift assets and, when available, should be consulted by the logistics planner. Although the JMC functions and responsibilities may differ, depending on circumstances, the JMC will normally—

- Interface with JOPES to monitor and effect changes to force and supply deployment.
- Analyze user capabilities to ship, receive, handle cargo, and recommend solutions to shortfalls.
- Advise the J4 on transportation matters that would adversely affect combat contingency operations.
- Serve as the liaison with the host nation for transportation issues.
- Disseminate information concerning HN transportation systems, facilities, equipment, and personnel.

c. Petroleum and Subarea Petroleum Office. Normally, the unified command Joint Petroleum Office (JPO) provides wholesale bulk petroleum management support. The primary duties of the logistic staff officer for petroleum are as follows (see Joint Pub 4-03, *Joint Bulk Petroleum Doctrine*, for additional guidance):

- Coordinate POL planning and mission execution matters.
- Coordinate common bulk petroleum products supply to the joint force components.
- Using DOD Manual 4140.25-M, *Management of Bulk Petroleum Products, Storage, and Distribution Facilities*, coordinate with service components to determine requirements for bulk petroleum and ensure stockage through Defense Fuel Supply Center (DFSC) sources.
- Recommend necessary petroleum product and facility reallocation and apportionment to CINCs.

d. Joint Civil-Military Engineering Board (JCMEB). The JCMEB establishes policies, procedures, priorities, and overall direction for civil-military construction and engineering requirements in the theater. It is a temporary board the geographic combatant commander activates and personnel from the components and agencies or activities that support the geographic combatant commander staff. The JCMEB arbitrates all issues the Joint Facilities Utilization Board (JFUB) refers to it and, if appropriate, prepares the civil engineering support plan.

e. JFUB. The JFUB evaluates and reconciles component requests for real estate, use of existing facilities, interservice support, and construction to ensure compliance with JCMEB priorities. JFUB actions are IAW the provisions of Joint Pub 4-04, *Joint Doctrine for Civil Engineering Support*.

f. CINC Logistic Procurement Support Board (CLPSB). Geographic combatant commanders coordinate contracting operations within their commands. This requirement may be met through the CLPSB, which is a temporary board designed to achieve a properly coordinated acquisition program. A J4 representative chairs the CLPSB, and it includes representatives from each of the component commands. CLPSB functions include—

- Coordinating with US embassies and host countries to acquire supplies and services, and for operations by contractors performing under US contracts.
- Eliminating duplication by arranging for single-service contracting assignments for specified supplies and services when appropriate.
- Providing an information exchange among contracting activities covering such matters as supply sources, prices, and contractor performance.
- Promulgating, as necessary, joint classification and compensation guides governing wages, living allowances, and other benefits for third-country nationals and indigenous employees, in coordination with appropriate agencies.

g. Theater patient movement requirements center (TPMRC). The joint force surgeon controls the TPMRC. The center coordinates and controls, in terms of identifying bed space requirements, moving patients within and out of the assigned area of responsibility. TPMRCs generate theater plans and schedules and then modify (as needed) and execute global patient movements requirements center delivery schedules, ultimately delivering the patient to the MTF. The TPMRC should be task organized to maintain flexibility in responding to the tactical situation and the CINC's mission.

h. Joint Blood Program Office (JBPO). The JBPO, within the office of the joint force surgeon, is task organized to meet operational requirements, and service representatives who know blood bank techniques staff it. The JBPO plans, coordinates, and directs blood and blood component handling, storage, and distribution within the assigned area of responsibility. It consolidates and forwards requirements for resupply to the Armed Services Blood Program Office (ASBPO).

i. Joint Mortuary Affairs Office (JMAO). The Army component commander is routinely designated executive agent for the theater mortuary affairs program. This includes establishing and operating the JMAO under a joint force commander J4's staff supervision. The JMAO plans and executes all mortuary affairs programs. It will provide guidance to facilitate the conduct of all mortuary programs and to maintain data (as required) pertaining to recovering, identifying, and disposing of all US dead and missing in the assigned theater. The JMAO will serve as the central clearing point for all mortuary affairs and casualty information, and will monitor the deceased and missing personal effects program.

j. Joint Materiel Priorities and Allocation Board (JMPAB). The JMPAB modifies and recommends priorities for allocating materiel assets for fulfilling theater logistic requirements (both US and allied forces). It reviews, acts on, or forwards requests for modifications in force and activity designators to the Joint Staff. The JMPAB also recommends, to the Joint Staff, modifications to resource priorities and allocations assigned to other combatant commanders.

The logistic part of a plan must support the CINC's concept of the operation. It should also provide changes to the concept of operations. If the logistic part is written to anticipate change, emergency measures and improvisations can be avoided. Emergency measures and improvisations are always costly and adversely affect subordinate and adjacent commands.

Logistics planners should not focus on a campaign's deployment phase at the expense of later campaign phases. Detailed logistic planning for employment is equally as important as deployment. Employment planning should neither be neglected nor delayed until deployment plans are complete. Adequate logistic plans are produced by thoroughly and concurrently considering a campaign's deployment and employment.

As the CINC develops and coordinates the concept of logistic support, his staff and the supporting command's staff consider the many things that affect the conduct of operations. At the theater level, logistic support can be a dominant factor in determining the operations' nature and tempo. Sound logistic planning and analysis allow for rapid change to OPLANs. High consumption of military materiel, great diversity of equipment types, the operations area's large size, extended LOCs, and constrained resources characterize the operational environment.

The CINC must determine the proper balance between logistic functions and responsibilities' centralization and decentralization in developing the concept of logistic support. Too much centralization can result in sluggish or rigid response. Too little can result in waste and inefficient use of critical resources. The CINC is concerned not only with the current operation's logistic support but also with future operations. He needs a clear and comprehensive assessment of logistic support to design or modify his concept of operations. His staff must assess how logistic support issues will affect operation sequencing. They must also recommend options to compensate for logistic shortfalls.

The CINCs designate LOCs. They may be interior or exterior LOCs, but CINCs never rely on a single LOC. It may be necessary to conduct a major operation to secure an LOC to support a campaign's subsequent phases. The CINC and subordinate commanders need to synchronize each of the various logistic support functions and elements.

The CINC's concept of logistic support should derive from the estimate of logistic support of one or more courses of action. The CINC's directorate for logistics prepares this estimate, comparing each course of action the operation or planning directorate has proposed. This estimate of logistic support may be refined into the logistic estimate. But the concept of logistic support is not simply gathering information. Rather, it is organizing capabilities and resources into an overall theater warfare support concept. The concept of logistic support should specify how the operation will be supported. It should give special attention to the major LOCs and the general echelonment of support across the LOC. Also address allied HNS and any topics the CINC believes are necessary to convey key elements of the concept of logistic support.

A COMMZ is required for land operations. The organization and the functions of these should be laid out. The size of the COMMZ for a theater varies based on a number of factors, including the size of the theater of operations, available combat and logistic forces, need for depth, proposed sustainment base locations, number and direction of the lines of support, the enemy's capability to interdict and disrupt logistic operations, geography, and political boundaries. A diversified group of organizations perform a multitude of functions in the COMMZ. The COMMZ is always joint and may be a combined command. The TA commander who is responsible for US Army forces' logistic support in a theater of war is often designated the joint COMMZ commander.

The theater concept of logistic support should extend the CINC's operational reach. Operational reach is the range at which the CINC can mass the employed forces decisively. It goes beyond merely conducting reconnaissance or strike operations at a distance. The LOC's length, efficiency, and security influence operational reach. It depends on its ability to phase reserves and materiel forward. Finally, it

must include its combat forces' operating ranges and endurance. Establishing advance bases or depots and improving the LOC's security and efficiency may improve operational reach.

Operational reach is a relative value. Accordingly, improving it may deny one or several components of the enemy's operational reach. The essence of a campaign plan is extending the CINC's operational reach while denying operational reach to the enemy. As a CINC moves forces forward, they must control the command, control, and communications systems centers; transportation nodes; and prospective base areas. These centers and areas become physical objectives for combat forces to seize, control, and pass over to the logistic systems as they move forward to exploit new gains. The resulting logistic system's forward momentum results in extending the combat forces' operational reach and endurance.

A-16. SERVICE LOGISTIC SYSTEMS

a. Army. The Army logistic system is based on a requirement to support a large, expandable force capable of rapid deployment and flexible operations in all forms of conflict anywhere in the world. AMC, through seven commodity commands and numerous depots, operates the wholesale part of the supply support wholesale-retail system. In CONUS, supplies flow to posts, camps, and stations that issue retail supplies directly to the user. Overseas logistic commands, through their component depots, distribute supplies through DS and GS units to the user.

b. Navy logistics. The Navy logistic system is based on the requirement that the fleet be ready, mobile, and enduring. In general, forces based in CONUS receive support from continental sources, whereas the combat logistic forces that accompany the fleets primarily support those deployed overseas augmented by overseas base support as necessary. During overseas contingency operations, a Naval Logistic Supply Force may be created to coordinate this support, as in the Persian Gulf war.

(1) Organization and responsibilities. The Secretary of the Navy is responsible for the total Navy supply structure's policies, control, guidance, and development. He prescribes the degree of emphasis to place on both the acquisition process and the logistic support process. The Assistant Secretary of the Navy (Manpower, Reserve Affairs, and Logistics) is the Secretary's principal civilian assistant for logistics. He supervises all matters related to materiel production, procurement, supply, distribution, and management. The Chief of Naval Operations (CNO) is the Secretary's principal military adviser for logistics. He sets the broad levels of attainment, determines the degree of responsiveness of supply support required, and prescribes the general doctrine and positioning of materiel for supply support operations. The Deputy Chief of Naval Operations (Logistics) (N4) is the principal adviser to the CNO on conducting logistics affairs. He plans and provides the operating forces' logistic support needs.

(2) Control of naval materiel requirements. Navy inventory managers obtain the required materiel within the Navy's budget. It should be noted that, while these weapon systems and inventory managers are responsible for having the materiel available to the operating forces, DLA, GSA, and other military services centrally procure and manage certain categories of materiel. Activities outside of the Navy manage more than 75 percent of the items the Navy operating forces require. DOD integrated materiel management policies and procedures assign and manage these items. DLA and GSA are referred to as commodity-integrated materiel managers (CIMMs). Other military services managing Navy interest items are referred to as weapons-integrated materiel managers (WIMMs). The total Navy organization for supply is as shown in figure A-8.

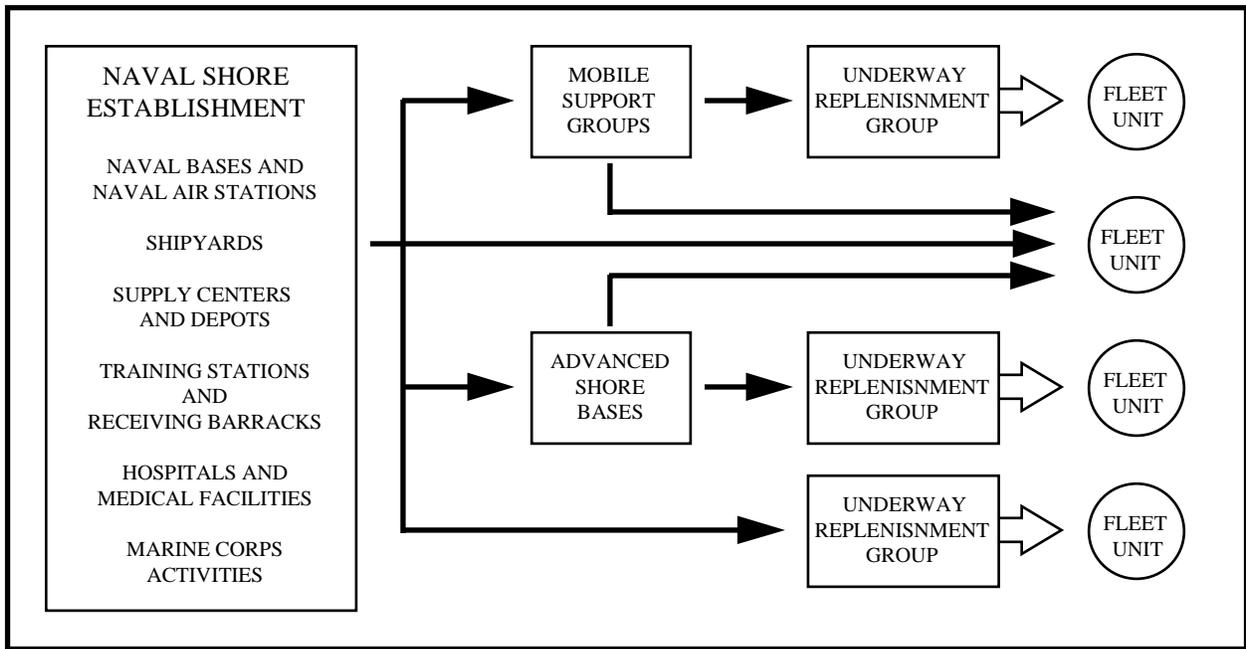


Figure A-7. Navy logistics.

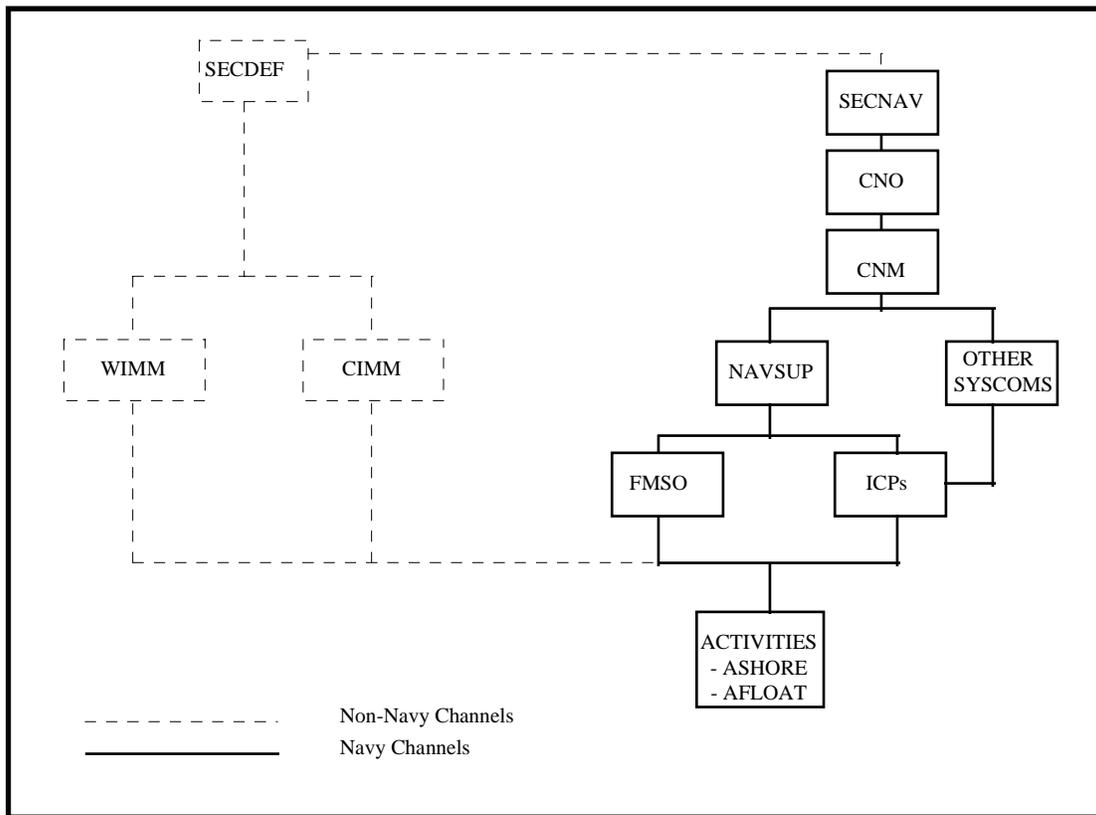


Figure A-8. Naval supply system.

(3) Organization for supply. Within the naval systems commands there are two distinct groups of Navy inventory managers. These are the naval systems commands and the Navy inventory control points (ICPs) subordinate to the Naval Supply Systems Command. It is Navy policy that only one inventory manager will manage an item of supply, equipment, or materiel. Stock coordination is the administrative process by which materiel item, group, or category is identified and assigned to one Navy inventory manager.

The broadening Navy materiel complex is increasingly using identical and similar items of equipment and repair parts in multiple Navy and other service programs. Inventory management of items peculiar to this equipment is assigned to Naval Supply Systems Command ICPs IAW their materiel mission through the stock coordination process. The concepts of program support and supply support provide the basis for a common understanding of delineating responsibilities among the naval systems commands and the Navy ICPs when the repair parts to support assigned equipment are under more than one inventory manager's materiel management.

Program and technical data are exchanged between the naval systems commands and the Naval Supply Systems Command ICPs to support assigned weapon systems or equipment. Under this procedure, a naval systems command looks to a single Naval Supply Systems Command ICP for equipment or weapon system program support or ancillary repair parts supply support, or both. The Naval Supply Systems Command ICP accepting program support responsibilities and acting as agent for the naval systems command ensures that the appropriate inventory manager manages each repair part required to support equipment or a weapon system. The supply support inventory manager will stock the items in the distribution system or ensure the item is available from commercial sources.

The Naval Supply Systems Command ICPs serve as the nerve centers of the Navy supply system. The ICP determines what Navy stocks to buy, how much to buy, and what distribution to make to ensure the stock is most accessible to anticipated sources of demand. This function could not be executed without knowing the location, depth, and use of the bulk and materiel scattered throughout the supply system. Therefore, activities stocking significant quantities of materiel make either daily reports of transactions affecting stock balances or quarterly reports of stock on hand to the appropriate ICP. Using this information, information on new equipment that must be supported in the future, and weighing fund availability, the ICP will make decisions regarding procuring, redistributing, and disposing of excesses as necessary.

Navy fleet support is based on three echelons of supply: an organic level of supply and two echelons of resupply.

(a) The organic level provides the materiel specified in a ship's allowance list and carried onboard the ship itself. The allowance list is tailored to the individual ship based on the ship's equipment configuration and crew composition and size. Maintaining the allowance list will maximize endurance and provide balanced support for a specified period.

(b) The combat logistics force (CLF) is the first echelon of resupply. It includes tenders, repair ships, and fleet issue ships. This echelon of fleet support backs up the allowance list materiel the combat ships carry. Logistics ships play a special role. They carry cargoes of frequently requested repair parts tailored to the combat forces they support. They also rendezvous with task forces in the forward area and, by ship-to-ship or helicopter transfer, keep the fleet at sea and on station for extended periods of time. The materiel carried in the CLF is prescribed IAW load lists that reflect support missions and the types of ships supported. This combination of supply levels satisfies the CNO's policy that the deployed

fleet will be self-sufficient during wartime operations for specified periods without resupply from CONUS.

(c) Materiel located at CONUS stock points is the second echelon of resupply. These supply activities serve as the materiel reservoir and act as a pipeline between industry and other supply systems and the fleet. Fleet Industrial Support Centers stock materiel the Navy manages as well as DOD inventory-managed consumable supplies. This materiel is issued to the CLF and directly to the operating forces. In addition to fleet support, these centers provide support to shore establishment activities: air stations, ordnance stations, shipyards, training stations, and smaller shore activities. The scope of the supply department at shore activities varies, depending on the activity size and mission. It can range from a small supply support detachment to a large supply department at a shipyard, naval station, or air station.

c. *Marine Corps.* The Marine Corps concept of logistic support was developed specifically for conducting amphibious operations under limited and general war conditions. Logistic support organizations and employment techniques are designed to permit task-organized logistic support units to conform to the existing circumstances of tactical landing forces' size and makeup. The Marine Corps logistic system's materiel support basically consists of two segments: the distribution of stores segment and the organic or user segment. The distribution segment consists of HQ, Marine Corps; one ICP; and eight remote storage activities. The organic or user segment consists of organic accounts, service units or elements, bases, camps, and installations. Within the distribution system, materiel is purchased from various sources and positioned within the eight remote storage activities. The organic or user segment purchases materiel from the distribution segment. In essence, the distribution segment can be a wholesale operation, whereas the organic or user segment may be equated to a retail operation.

A Marine Air-Ground Task Force's (MAGTF's) fundamental characteristic is its ability to operate for extended periods as an expeditionary force, relying on its own resources for sustainability. All MAGTFs have enough inherent sustainability to be basically self-sufficient for preplanned periods. Larger MAGTFs have a deeper, broader, and more capable organic support capability. MAGTFs can augment their organic sustainability by using external support from Navy organizations, wartime HNS agreements, ISSAs, and in-theater cross-service support.

MAGTF sustainment deploys as a mix of accompanying supplies and resupply. The Marine Corps uses a planning baseline for accompanying supplies of 60 days of (ground) supply (DOS)/days of ammunition (DOA) for pre-positioned war reserve materiel stocks (PWRMS), 90 DOS for aviation-peculiar supplies, and 60 aviation DOA. Its supply system is designed to support MAGTF operations for 60 days from onhand assets. Resupply is planned for as required. MAGTF commanders plan for resupply support beyond the baseline sustainment requirements (and/or the level of accompanying supplies) to the end of the planning period the supported CINC has established. MAGTFs deploy with a portion of their accompanying supplies sufficient for a specific period of time:

- Marine expeditionary force (MEF), 60 days.
- Marine expeditionary brigade (MEB), 30 days.
- Marine expeditionary unit (MEU), 15 days.
- Special Purpose Marine Air-Ground Task Force, as the situation requires.

The Marine Corps supply system (Marine Corps "green dollar"-funded) and Navy supply system (Navy "blue dollar"-funded) support a MAGTF's ground and aviation supply requirements, respectively.

The Navy supply system provides blue-dollar aviation support assets to the Air Combat Element (ACE) through the Marine Aviation Logistics Squadrons (MALS) organic to the Marine Aircraft Wing

(MAW). A fly-in support package accompanies deploying Marine Corps aircraft and is configured to support a specified number of single type/model/series aircraft for 10 to 15 days of combat flying. A longer-term commitment requires an additional follow-on contingency support package and/or an aviation logistics ship. Aviation units forward deployed aboard naval shipping as part of an amphibious MAGTF have 90 DOS of aviation repair parts on board.

MAGTFs are task organized for the mission assigned them, and within the MAGTF CSS, organizations are task organized to support the MAGTF mission and concept of operations. The MAGTF has extensive inherent capability, and if necessary, the MAGTF commander can use all of the MAGTF combat service support element (CSSE), MALS, and Marine Wing Support Squadron (MWSS) assets to provide organic MAGTF ground and aviation logistics and CSS capabilities.

- Ground. CSSEs are task organized to support MAGTF mission requirements from the Force Service Support Group (FSSG) and, as appropriate, from the MAW and Marine Division resources.

<u>MEF</u> <u>FSSG</u>	<u>MEB</u> <u>BSSG</u>	<u>MEU</u> <u>SSG</u>
HQ & Service Bn	HQ Co	HQ Plt
Motor Transport Bn	Motor Transport Co	Motor Transport Plt
Landing Spt Bn	Landing Spt Co	Landing Spt Plt
Supply Bn	Supply Co	Supply Plt
Maintenance Bn	Maintenance Co	Maintenance Plt
Engineer Spt Bn	Engineer Spt Co	Engineer Spt Plt
Medical Bn	Bulk Fuel Co	Combat Health Spt Unit
Dental Bn	Collecting & Clearing Co	
Surgical Spt Co		
Dental Detachment		

Note: BSSGs and MEU SSGs are task organized from the permanent organizations of the FSSG.

- Aviation. MALS provide the ACE with aviation logistics (intermediate aircraft maintenance and supply) support. They are organic to the MAW and are task organized for the aircraft mix they support. MWSSs are also organic to the MAW and provide elements of the ACE with required ground CSS.

d. Air Force. The Air Force logistic system enables the Air Force to deploy to any part of the world on short notice and sustain operations for an indefinite time. This system is designed to operate under the same policies and procedures in peacetime and in war. As a result, there were no major changes during the Vietnam era. The concept for supply is to channel the requisition for materiel directly between the user (base) and the responsible supply source for needed items. There is no intermediate supply depot or HQ through which requisitions must be channeled. There are five depots, or Air Logistics Centers, all located in CONUS, that rapidly and effectively service the bases. The standard Air Force supply concept organizes all base supplies using standard computers with centrally controlled programs. Equipment maintenance is organized so that the maximum amount of maintenance is done at the lowest level for which there are skills, equipment, and facilities. Maintenance, technical guidance, and depot maintenance support are directly linked between the base and the applicable Air Logistics Center. A standard organization performs base maintenance functions at all bases and operates using the centralized maintenance concept.

Sustainment planning for an Air Force wing begins long before the order to deploy is received. In most cases, each wing is aware in peacetime of potential locations to which it may deploy. As a result, site survey teams travel to these locations to ascertain what support types and levels will be available and to establish contracting POCs. Wing personnel then use this information to conduct detailed sustainment planning, focusing on which organic assets must deploy versus what level of sustainment the host nation can provide. For those situations that may require the wing to deploy to an unknown location, planning will focus on using organic assets only and the extent to which they must be used to sustain the wing for various lengths of time. Shortfalls are then identified to higher HQ to allow planning for whatever augmentation forces may be necessary.

Although there are some variations, each Air Force wing is generally composed of four major subordinate groups: the operations group, the logistics group, the medical group, and the support group. Each group will impact on sustainment. The operations group is composed of flying squadrons (operations and maintenance) and an operational support squadron that includes operations planning, scheduling, mobility, weather, and intelligence personnel. The logistics group is comprised of squadrons responsible for logistics support and planning, maintenance, contracting, supply, and transportation. The medical group meets deployed personnel's medical needs and provides hospital, aerospace medicine, and veterinary services as required. The support group is the catch-all organization within the wing tasked with personnel, education, records, information management, reprographics, family support, resource management, mortuary affairs, food services, linen exchange, and recreation functions. In addition, a security police unit will provide security for the wing. Its size and place within the wing organization will vary depending on the situation at the deployed location.

All or portions of these units will comprise the total wing deployment package, as the planning described previously determines. Deployment order and timing will be determined in the normal manner through the JOPES process and be reflected on the time-phased force deployment list (TPFDL) supporting the OPLAN in question. Because many portions of the wing's overall sustainment structure will take time to move in theater and put in place, each flying squadron will deploy with its own small sustainment package. This package includes the personnel and equipment necessary to conduct combat operations, typically, for 30 days. For this reason, dedicated airlift will be provided for these flying squadrons and will either accompany the deploying unit (e.g., tankers dragging deploying fighters also carry maintainers, spare parts, and other equipment) or will slightly precede the arriving aircraft at the deployed location (e.g., C-141s carrying maintainers, parts, and equipment land, off-load, and receive arriving aircraft). Thereafter, the sustainment structure at each deployed location will build as additional units arrive in theater.

When shortfalls are identified that the wing itself cannot fill, this information is passed to the wing's designated force provider, generally the wing's parent major command [e.g., the Air Combat Command (ACC) for CONUS-based units]. The force provider will then task other subordinate units to supply personnel and/or equipment to the wing that requires the additional support.

Outside of the wing structure itself and for those instances in which units must operate from austere locations, specialized Air Force engineer and services squadrons provide infrastructure development and sustainment. Rapid Engineer Deployable, Heavy Operations Repair Squadron—Engineer (RED HORSE)

units provide both heavy and light engineering forces for runway construction and repair, force bed-down, crash rescue, and fire suppression. Base Emergency Engineering Force (Prime BEEF) units provide light engineering forces for runway repair and miscellaneous construction. Readiness in Base Services (Prime RIBS) units provide food service, billeting, laundry, bath, and mortuary services as needed. These units use two types of prepackaged bare-base systems—Harvest Eagle and Harvest Falcon. The Harvest Eagle package contains tents, mobile kitchens, sleeping quarters, and other units that can be set up and made functional quickly. Harvest Falcon components, which fill the same function as Harvest Eagle, are semipermanent structures with hard floors but are seldom deployed due to the extensive lift required to move these heavy and bulky modules.

APPENDIX B

RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

B-1. GENERAL

The following information is from a "working draft" manual, FM 100-17-3, Sep 96, the US Army Transportation Center and School is developing on RSOI. While this directorate normally only teaches approved doctrine, this emerging doctrine (RSOI) needs to be discussed in this teaching environment. The joint community is currently conducting in-process reviews in the interest of improving COCOM and service component capabilities to plan and execute RSOI operations. Their current focus from a joint perspective is doctrine, organization, planning tools, and reporting systems.

RSOI is the acronym that identifies the longstanding operational problem of receiving and integrating forces into a theater. Most of the available doctrine today on RSOI functions is based on using an established, in-place, physical infrastructure along with established Army logistics units to employ it.

RSOI in a force-projection operation implies an immature theater and joint forces. Joint Pub 4-0, *Doctrine for Logistics Support of Joint Operations*, 27 January 1995, provides the highest level of doctrine that governs logistics in joint operations. Viewed in total, joint doctrine is evolving to reflect military planning environment changes, logistics technology improvements, and lessons from recent military and humanitarian operations. In particular, it recognizes the growing importance of logistics. Where joint doctrine addresses RSOI, it does so in terms of broad concepts and categories, although it suggests quite clearly that a joint organization manages RSOI tasks. Nonetheless, joint doctrine also recognizes that the Army will provide most of the personnel and equipment to support RSOI in major contingencies and is, therefore, the logical service to manage it on behalf of the theater combatant commander.

B-2. MISSION

RSOI is an integral part of the total origin-to-destination transportation and logistics infrastructure. The Army is the executive agent for planning and providing common logistics support for all joint forces in theater as well as its own support. Complicating the mission even further is coordinating the support of HN resources and other nations' forces. The process begins with identifying actual movements early, including personnel, equipment, and sustainment into the PODs, and ends with deprocessing and linking these resources in the theater of operations. Within the theater, it includes moving deploying forces from the PODs to the pre-positioned materiel storage sites (if present), holding areas, marshaling areas, staging areas, and tactical assembly areas (TAAs).

B-3. MISSION ENVIRONMENT

The RSOI environment, which can be both combined and joint, must be able to project forces into a theater of operations and sustain them during the operation. The proper environment must—

- Receive forces and materiel, prepare them for combat, and move them to designated destinations.
- Reinforce and reposition forces within theater.

- Manage the nonunit-related personnel and materiel flow from arrival to destinations within the theater.
- Simultaneously transfer retrograde flows from the theater to strategic transportation.
- Redeploy the forces and materiel from the theater to home stations or other contingency areas.

The RSOI mission planning environment is comprised of the following principal elements:

- US military unit flow, personnel, and materiel deployed into and out of the theater.
- The organizations that manage and support the flows, including US military and civilian organizations, HN resources, allied nations' military organizations, UN agencies, international organizations, nongovernmental organizations, and private volunteer organizations. US military organization C² and coordination between them and the other organizations are critical elements of the process.
- The facilities at the nodes of the theater LOC where these flows are supported, the transportation links that connect the nodes, and their capabilities in the combined environment.
- The planning capability for RSOI operations before the beginning of the flow and replanning during execution, including using automated planning tools already in existence or under development.
- Flow visibility during execution, including detailed knowledge of unit and nonunit personnel and materiel shipments. Also included is the capability to divert shipments and to project the status of deploying units to conduct operations after reception.
- The joint doctrine to guide RSOI planning and execution in combined environments in any regional CINC's area.

B-4. ARMY COMMZ SUPPORT

The Army currently is developing a theater support command (TSC) concept and structure for force projection in a theater of war or theater of operations (see paragraph 2-10). This structure would be augmented with other service and agency participation, HN resources, and other nation support as required. This joint and combined structure is required to efficiently plan for and provide common logistics support to joint forces. It would also allow the CINC to easily tailor the logistics to the mission. According to the Office of the DCSLOG, the support organization has wartime executive agent responsibilities such as the following:

- Conventional ammunition.
- Chemical munitions.
- Transportation engineering for highway movements.
- Common-user land transportation in theater.
- Intermodal container movement.
- MTMC: OCONUS port clearance and discharge.
- Land-based water resources and inland POL distribution.
- Military customs inspections.
- Wartime mortuary affairs.

- Wartime class I in-theater receipt, storage, and issue.
- Inland logistics support to the Marine Corps.

Army logistics executive agent responsibilities follow:

- Inland logistics support (Marine Corps).
- Supply support of UN peacekeeping forces.
- Common-user ocean terminal operation.
- Intermodal container management.
- Logistics applications of automated marking and symbols.
- Military customs inspection program.
- Military troop construction (USAF overseas).
- Airdrop equipment and supplies.
- Power-generation equipment and systems.
- Land-based water resources to support contingency operations.
- Overland POL support.
- Military postal service.
- DOD EPW and detainee program.
- Blood support (USAF).
- Military veterinary support.
- Medical evacuation on the battlefield.
- Mortuary services.
- Graves registration operations.
- Single manager for conventional ammunition.
- Controlled waste explosives and munitions disposal.
- Locomotive management.

The TSC's mission would be to command and control assigned and attached forces, plan for and provide CSS to Army forces, and provide common support to other US services and coalition forces as appropriate. The command is also responsible for COMMZ base development, space management and for security within the COMMZ in coordination with the joint rear area coordinator. The TSC's essential characteristics follow:

- Army command with other service participation.
- Select TDA augmentation positions—battle rostered.
- Early-entry module from Active forces.
- Key positions from Active forces.
- RC heavy.
- Uses DOD civilians.

- Uses split-based operations.
- Modular, expandable, and deployable.
- Enhances strategic/operational interfaces.
- Enhances training and transition to war.
- Supports war and MOOTW.
- Can be exercised annually.
- Executable within the existing force structure constraints.

B-5. RSOI PROCESS

RSOI's optimum result is to allow deploying units the fastest and most efficient process for personnel to link up with their equipment and integrate into theater operations. The process unfolds through a sequence of taskings that support each unit's deployment and is applicable to any type of unit deploying within a theater.

B-6. RECEPTION

Reception is defined as off-loading personnel and materiel from strategic or operational transport at a POD for relocation to designated areas within a theater of operations. This process is RSOI's first and most critical stage. It marks the end of the strategic leg of deployment and the beginning of the operational employment of forces. Reception takes place at or near the designated APODs and SPODs under the control of the operational-level commander in theater.

Few decisions are as important to an operation's success as selecting the SPODs and APODs. Their capacities will determine the speed with which forces can be deployed, the kinds of forces that must first be deployed, and to a large extent, the type of units that can be employed. Every operational commander must seriously analyze the ports available in his area and the transportation networks between them so he can decide what forces to deploy first. Diplomatic and military contacts should be made at the earliest possible opportunity with any countries that control of key facilities and rights of way.

a. Entry. Depending on METT-T considerations, port facilities are secured and prepared for basic reception operations. The operational commander will sequence the early arriving forces to establish most critical capabilities such as security, transportation, engineer, communications, and life support. Introducing CSS units in the early-entry phase may actually speed the arrival of combat and CS units. If possible, priority of effort should be to expanding port reception capability, establishing secure LOCs between key logistics nodes, and establishing reliable communications. To improve reception and reduce ready-to-operate time at the POD, theater opening modules have been developed for the CINCs. Tailored to each mission's requirements, the theater opening force module is the initial-entry C² element for RSOI.

b. Buildup. During this phase, rapid force expansion will depend on the personnel and equipment's well-synchronized arrival. Communication between supporting and supported commanders is key to success. APODs and SPODs should, in most cases, be considered parts of a single reception complex unless they are widely separated and do not mutually support each other. Reception capacity will depend on a number of factors, including harbor, port, and airfield characteristics; labor and port service availability; marshaling and staging areas; exit route condition and capacity; and movement control system efficiency. These factors determine the port complex's port clearance capacity. The rate of reception will be determined by how quickly the port complex can be cleared to make room for more

personnel or cargo. Two important functions that contribute to efficient port clearance are documentation and movement control. Proper documentation gives the commander timely and accurate visibility of the forces, equipment, and sustaining supplies arriving in theater. Efficient movement control systems assure a smooth force and supply flow IAW the operational commander's priorities.

c. Sustainment. Reception activities will shift from their focus on arriving unit sets of personnel and equipment to sustainment supplies, replacement personnel, medical and noncombatant evacuation, and equipment retrograde. Documentation and movement control will continue to provide the commander with the ability to shift priorities and maintain in transit and total asset visibility. Container management and centralized control of transportation assets will be essential. Additional efficiencies might be possible through more predictable scheduling. Some functions may be transitioned from military units to civilian organizations.

B-7. STAGING

Staging is organizing and preparing to move personnel and materials in designated areas to incrementally build forces capable of meeting the operational commanders' requirements. Staging reassembles units that have been reconfigured to facilitate transporting them. In a perfect world, units, their unit equipment, and supplies would all be transported as a package. The staging operation would then be limited to acclimating units to their new environment. The reality of different transportation modes (air, sea, rail, and truck) and the different speeds at which they can travel cause staging to become much more dynamic. Further, concentrating these transportation flows into a limited geographic area raises staging's intensity level.

Staging is that part of the RSOI operation in which several key activities take place in controlled areas called in-theater staging bases. These activities follow:

- Units are reassembled and united with their equipment and scheduled for movement toward the TAA.
- Materiel is segregated, prioritized, and prepared for transport.
- Basic loads are uploaded.
- Life support is provided to personnel.

The force is vulnerable during staging, but vulnerability can be reduced by taking steps to ensure soldiers and materiel pass smoothly and quickly through this RSOI phase. Notwithstanding how short the stay in the staging area, there will always be a requirement for support. Thus, the TPFDL must also contain, sequenced early in the flow, the units and supplies required to support the troops and equipment in the staging area. The commander must ensure that common items such as meals, billeting, showers, toilets, medical care, etc. are available as well as MHE.

Deploying these units early may reduce the number of combat units arriving early in theater, but this decision will pay dividends in speeding the entire force's flow and may allow the CINC more flexibility in responding to unforeseen events. Conversely, front-loading the TPFDL with combat forces may hurt the CINC's ability to build up his capabilities as rapidly as he needs them and may take away his flexibility.

While the CINC's choice of the TAA location plays a role in selecting the in-theater staging base(s), geography and terrain effects, organic and HN asset availability, the transportation infrastructure, and

POD location are also key factors. Moreover, these factors, along with the requirement for space for a large deploying force, will often necessitate more than one in-theater staging base.

Using multiple staging bases will compound the need for resources to operate at multiple locations. The resources, in terms of supporting soldiers and equipment, must be sequenced into the TPFDL to arrive in theater before the staging need. In an immature theater, the forward staging bases would be under the COSCOM's C² but would be transitioning to the TSC's early-entry module upon its arrival. In a mature theater, the TSC would be the RSOI command. Battlefield distribution, as a sustainment operation, would be required to be operational concurrently with the large number of forces arriving. Establishing battlefield distribution operations will compete directly with RSOI in terms of port operations, real estate, MHE and container handling equipment, surface transportation assets, movement control, and communications.

B-8. ONWARD MOVEMENT

Onward movement is relocating forces that can meet the commanders' operational requirements to the initial point of their mission execution. As soon as units are united with their equipment, it is important that they quickly move to the TAA as combat-ready units for the operational commander to employ. This is accomplished through onward movement. As in all RSOI activities, onward movement is prioritized according to the operational commander's needs. The operational commander's primary concerns in onward movement are speed of movement and information. Specifically, as a minimum, the commander needs to know forces' locations; the forces' capabilities; arrival time at the TAA; and his ability to affect the movement.

Quickly building combat power and the commander's need for information necessitate comprehensive, but flexible, planning. In particular, five areas require particular attention in onward movement planning.

- Transportation infrastructure.
- Reporting procedures.
- Movement control.
- Enemy capability for interdiction.
- C² organization.

The total transportation infrastructure—modes, routes, control factors, HN assistance, and specialized handling requirements—must be coordinated to maximize movement speed. It is essential that transportation network capacities and capabilities are balanced against the movement requirements so that modes and routes are neither saturated nor underused.

To control the operation's tempo, the commander must know the force's location and its capability. Intransit visibility is his source of information on future force availability. Force tracking monitors the unit's status (personnel, equipment, and training) as the force moves through the RSOI process. As the unit's personnel and equipment begin to incrementally arrive in theater and are married together, the unit's mission capability (combat power) builds. Reporting, collecting, and processing systems and procedures must be established before onward movement begins. Movement control organizations provide the supported CINC a communications network capable of meeting early force tracking reporting requirements and C² requirements for the entire RSOI operation.

Movement control is planning, routing, scheduling, controlling personnel (units), and moving cargo over LOCs while maintaining intransit visibility and force tracking. This is not a passive activity; it requires analyzing requirements, capabilities, shortfalls, alternatives, and enhancements to satisfy the operational commander's requirements. One of movement control's biggest challenges is rapidly adjusting to battlefield condition changes and the commander's priorities. Creating a movement control system that can anticipate and improvise can meet this challenge. Efficient movement control enables the commander to redirect forces and rapidly overcome disruptions in the LOC.

The threat of enemy interdiction or weapons of mass destruction to onward movement present special challenges to the commander. A major operation or campaign should never depend on one LOC. Consequently, alternatives such as rerouting or mode substitution must be planned for; e.g., ALOCs and SLOCs may supplement ground LOCs. When possible, protecting LOCs should be at a minimum cost to committed combat units. Using geographic features, friendly civil security forces, and uncommitted combat units as well as coordinating with the other services may be some measures available to the operational commander.

B-9. INTEGRATION

Integration is the synchronized handoff of units into the operational commander's force. It is transferring functioning and combat-capable forces' authority to the tactical commander. To be able to synchronize and to act decisively, the commander must know on a real-time basis how, when, where, and in what condition the deploying forces will integrate. Consequently, integration planning and coordination must occur early in the force-projection process and continue throughout. Integration is complete when the receiving commander establishes positive C² over the arriving unit in the TAA. There are two principal elements in the integration process:

- The unit must become operational and be able to perform its generic mission; it must communicate, move, and fight to its authorized capability. Internal C² must be established, and the unit must determine whether it meets the readiness standard the tactical commander has formulated.
- The unit must be absorbed into the joint force. It must communicate and receive C² from its higher HQ.

Integration may take hours or days. The time required for integration depends on the total force's size, contingency conditions, and the amount of predeployment and ongoing planning and coordination conducted. Rapid integration, however, is critical to combat operations' success, and coordination and planning reduce integration time.

The RSOI process requirements, in particular the integration element requirements, are best defined through end-state analysis. The theater commander's requirement for forces is the foundation for the analysis. It illustrates the difficulties and challenges deploying units can expect to encounter during the integration process. Units may arrive in theater, achieve combat readiness, and be prepared to integrate before their higher HQ arrives (e.g., units assigned AWR-3 and land-based pre-positioned equipment) and their direct support communication. Standardized reporting formats and using movement control communications assets for reporting can diminish the challenges encountered in integration.

The theater CINC's integration information requirements are resourced primarily from deployment information management systems such as the Global Command and Control System (GCCS) and the Joint Operations Planning and Execution System (JOPES). The information available comes from the

GCCS through the Global Transportation Network. The availability of GCCS and access to JOPES is critical to the movement planner and to the operator. Initially, the joint task force's link through GCCS gives the theater CINC the "eyes" to see what is inbound to the theater. This is the only information portal available to achieve any level of intransit visibility. This access is also critical to the movement controller. Through JOPES the movement controller can assemble unit line numbers into unit identity codes and translate the unit identity code into a standard unit name.

Predicting combat power is important for planning when a specific unit capability is available to the theater. The theater commander has to establish a quantitative measure of when he considers a unit mission capable. Deployment operations are time sensitive. Commanders need timely, accurate information to execute or modify initial plans because compressed planning timelines and furious activity during deployment are the norm. Confusion (stemming from unavailable, inaccurate, and conflicting information) is inherent to the deployment process. This confusion causes conflicting guidance, frequent planning changes, and inefficient task execution. Liaison officers must guard their "commander's intent" and focus on integrating the force. The liaison must be established immediately and be part of the planning process and remain in the information loop throughout the RSOI process.

APPENDIX C

GLOSSARY

AAP	Army ammunition plant
ACC	Air Combat Command
ACE	Air Combat Element
ACCS	Army command and control system
ACO	Administrative Contracting Officer
ACOM	US Army Atlantic Command
ADP	automatic data processing
ADPE	automatic data processing equipment
ADPU	automatic data processing unit
AFB	Air Force Base
AG	Adjutant General
AGR	Active Guard Reserve
AJBPO	Area Joint Blood Program Office
ALD	available-to-load date
ALOC	air lines of communication
AMC	US Army Materiel Command
AMEDD	Army Medical Department
AMEDDC&S	US Army Medical Department Center and School
AMO	Automation Management Office
AMSAA	US Army Materiel Systems Analysis Activity
AO	area of operations
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARFOR	Army forces
ARL	US Army Research Laboratory
ARSOF	Army Special Operations Forces
ASB	aviation support battalion
ASBPO	Armed Services Blood Program Office
ASCC	Army Service Component Command(er)
ASG	area support group
ASMB	area support medical battalion
ASMC	area support medical company
ATCOM	US Army Aviation and Troop Command
AUTODIN	Automatic Digital Network
AVIM	aviation intermediate maintenance
AVUM	aviation unit maintenance
AWR	Army war reserve
AWRPS	Army war reserve pre-positioned sets
AXP	ambulance exchange point

BEEF	Base Emergency Engineering Force
bn	battalion
BSA	brigade support area
BSB	base support battalion
BSSG	brigade service support group
BSU	blood supply unit
BTC	blood transshipment center
C ²	command and control
C ⁴ I	command, control, communications, computers, and intelligence
C&RS	calibration and repair support
CA	civil affairs
CAGE	commercial and government entity
CAS	contract administration services
CBDCOM	US Army Chemical and Biological Defense Command
CD	compact disk
CD ROM	CD read-only memory
CECOM	US Army Communications-Electronics Command
CENTCOM	US Army Central Command
CFO	Chief Financial Officer
CGSC	U.S. Army Command and General Staff College
CHPPM	US Army Center for Health Promotion and Preventive Medicine
CHS	combat health support
CIMM	commodity-integrated materiel manager
CINC	commander in chief
CIO	Chief Information Officer
CLF	combat logistics force
CLPSB	CINC, Logistic Procurement Support Board
CMO	civil-military operations
CNO	Chief of Naval Operations
co	company
COCOM	combatant command(er)
COMMZ	communications zone
COMSEC	communications security
CONUS	continental United States
CORE	Contingency Response (Program)
COSCOM	corps support command
CP	command post
CPX	command post exercise
CRAF	Civil Reserve Air Fleet
CS	combat support
CSB	corps support battalion
CSC	combat stress control
CSG	corps support group
CSS	combat service support
CSSE	combat service support element
CTB	Clothing and Textile Branch
CZ	combat zone

DA	Department of the Army
DAMMS-R	DA Movement Management System—Revised
DASC	DLA Administration Support Center
DCMC	Defense Contract Management Command
DCMD-I	Defense Contracting Management District, International
DCS	Defense Courier Service
DCSENG	Deputy Chief of Staff for Engineers
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DCSRM	Deputy Chief of Staff for Resource Management
DENCOM	US Army Dental Command
DENTAC	dental activity
DFSA	designated finance support activity
DFSC	Defense Fuel Supply Center
DIS	Distributed Interactive Simulation
DISC	Defense Industrial Supply Center
DISCOM	division support command
DLA	Defense Logistics Agency
DLSC	Defense Logistics Services Center
DMC	distribution management center
DOA	days of ammunition
DOD	Department of Defense
DOS	days of supply
DOT	Department of Transportation
DPSC	Defense Personnel Support Center
DRMS	Defense Reutilization and Marketing Service
DS	direct support
DSA	division support area
DSCC	Defense Supply Center, Columbus (Ohio)
DSCR	Defense Supply Center, Richmond (Virginia)
DSM	direct support maintenance
DTO	division transportation office
EAC	echelons above corps
ENCOM	engineer command
EODCT	explosive ordnance disposal control team
EPW	enemy prisoner of war
EUCOM	US European Command
EUSA	Eighth US Army
FB	finance battalion
FEDLOG	federal logistics data (on CD ROM)
FEMA	Federal Emergency Management Agency
FG	finance group
FH	field hospital
FINCOM	finance command
fld	field
FLIS	Federal Logistics Information System
FLOT	forward line of own troops

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FM	field manual
FMS	foreign military sales
FN	foreign nation
FNS	foreign nation support
FORSCOM	US Army Forces Command
FSS	Federal Supply Service
FSSG	Force Service Support Group
FST	forward surgical team
FTS 2000	Federal Telecommunications System 2000
FTX	field training exercise
fwd	forward
FY	fiscal year
GCCS	Global Command and Control System
GH	general hospital
GP	general purpose
GS	general support
GSA	General Services Administration
GSM	general support maintenance
GTN	Global Transportation Network
HHC	headquarters and headquarters company
HN	host nation
HNS	host nation support
HQ	headquarters
HQDA	Headquarters, Department of the Army
IAW	in accordance with
ICP	inventory control point
IOC	US Army Industrial Operations Command
IPB	Intelligence Preparation of the Battlefield
ISSA	Interservice Support Agreement
JBPO	Joint Blood Program Office
JCMEB	Joint Civil-Military Engineering Board
JCS	Joint Chiefs of Staff
JFUB	Joint Facilities Utilization Board
JICTRANS	Joint Intelligence Center, US Transportation Command
JMC	Joint Movement Center
JMPAB	Joint Materiel Priorities and Allocation Board
JOPEs	Joint Operation Planning and Execution System
JPO	Joint Petroleum Office
JSCP	Joint Strategic Capabilities Plan
JTB	Joint Transportation Board
LAO	Logistic Assistance Office
LAP	Logistic Assistance Program
LOC	lines of communication
LOGCAP	Logistics Civil Augmentation Program
LOGEEI	logistics essential elements of information

LOGRUN	Logistics Remote Users' Network
LOGSA	Logistics Support Activity (AMC)
LOTS	logistics-over-the-shore operations
LPT	logistics preparation of the theater
LSE	logistics support element
MACOM	major army command
MAGTF	Marine Air-Ground Task Force
MALS	Marine Aviation Logistics Squadron
MAW	Marine Aircraft Wing
MCC	movement control center
MCT	movement control team
MDEP	Management Decision Package
MEB	Marine expeditionary brigade
MEDASM	medical assemblage management
MEDCEN	medical center
MEDCOM	medical command (theater army)
MEDDAC	medical department activity
MEDLOG	medical logistics
MEDMNT	medical maintenance
MEDPAR	medical patient accounting and reporting
MEDPAR-CC	medical patient accounting and reporting—command and control
MEDREG	medical regulating
MEDSUP	medical supply
MEF	Marine expeditionary force
METT-T	mission, enemy, terrain, troops, and time available
MEU	Marine expeditionary unit
MHE	materials handling equipment
MICOM	US Army Missile Command
MILSTAMP	Military Standard Transportation and Movement Procedures
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MLMC	medical logistics management center
MMC	materiel management center
MOOTW	military operations other than war
MP	military police
MRMC	US Army Medical Research and Materiel Command
MSC	major subordinate command
MSR	main supply route
MTF	medical treatment facility
MTMC	Military Traffic Management Command
MTOE	modified tables of organization and equipment
MWSS	Marine Wing Support Squadron
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NDMS	National Disaster Medical System
NDTA	National Defense Transportation Association
NLT	not later than
NRDEC	Natick Research, Development, and Engineering Center

NSN	national stock number
OCONUS	outside continental United States
OGP	Office of Governmentwide Policy
OPCON	operational control
OPLAN	operation plan
ORF	operational readiness float
PA	public affairs
PACOM	US Army Pacific Command
PAO	public affairs officer
PBS	Public Building Service
PERSCOM	personnel command
plt	platoon
PM	program manager
PM-Soldier	Project Manager-Soldier
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
PSS	personnel service support
PWRMS	pre-positioned war reserve materiel stocks
RC	Reserve components
RED HORSE	Rapid Engineer Deployable, Heavy Operations Repair Squadron—Engineer
RIBS	Readiness in Base Services
RMC	regional medical command
ROM	rough order of magnitude
RPMA	real property maintenance activity
RRF	Ready Reserve Force
RSI	rationalization, standardization, interoperability
RSOI	reception, staging, onward movement, and integration
RTD	return to duty
RTOC	rear tactical operations center
RX	reparable exchange
S&S	supply and service
SA	Secretary of the Army
SEALOC	sea lines of communication
SEASTRAT	Strategic Sealift Analysis System
SFGM	ship file generation and maintenance
SJA	Staff Judge Advocate
SME	subject matter expert
SOF	special operations forces
SOFA	Status of Forces Agreement
SOUTHCOM	US Army Southern Command
SOW	statement of work
SPOD	seaports of debarkation
SPOE	seaport of embarkation
spt	support

SRA separate reporting activity
 SRC standard requirements code
 SSCOM US Army Soldier Systems Command
 SSG Service Support Group
 ST student text
 STANAG Standardization Agreement
 STRADS Strategic Deployment System (MTMC)
 STRICOM US Army Simulation, Training, and Instrumentation Command
 SUPCOM support command
 SWA Southwest Asia

TA theater army
 TAA tactical assembly area
 TAACOM theater army area command
 TACOM US Army Tank-Automotive and Armaments Command
 TALSM theater army logistic system manager
 TAMCA theater army movement control agency
 TAMMC theater army materiel management center
 TAMMIS Theater Army Medical Management Information System
 TASOSC Theater Army Special Operations Support Command
 TCC transportation component command
 TDA tables of distribution and allowances
 TECOM US Army Test and Evaluation Command
 TMDE test, measurement, and diagnostic equipment
 TMMMC theater medical materiel management center
 TOE tables of organization and equipment
 TPFDD time-phased force and deployment data
 TPFDL time-phased force deployment list
 TPMC theater personnel management center
 TPMRC theater patient movement requirement center
 TRADOC US Army Training and Doctrine Command
 TRANSCOM transportation command (theater army)
 TSC theater support command
 TSG The Surgeon General

UMT unit ministry team
 UN United Nations
 USACE US Army Corps of Engineers
 USAF US Air Force
 USAMEDCOM US Army Medical Command
 USAMMA US Army Medical Materiel Agency
 USAR US Army Reserve
 USAREUR US Army, Europe
 USARPAC US Army, Pacific
 USARSO US Army Forces Southern Command
 USASAC US Army Security Assistance Command
 USCINTRANS Commander in Chief, US Transportation Command
 USTA PERSCOM US Total Army Personnel Command
 USTRANSCOM US Transportation Command

VA
VETCOM

Department of Veterans Affairs
US Army Veterinary Command

WIMM
WIN
WRMS

weapons-integrated materiel manager
Warfighter Information Network
war reserve materiel stocks