ATP 3-93

THEATER ARMY OPERATIONS

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THEATER ARMY OPERATIONS

Contents

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Figures

Tables

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Preface

ATP 3-93 discusses the organization and operations of the theater army headquarters, including its role as the Army Service component command to the geographic combatant command and the relationships among the theater army headquarters and the theater enabling commands. This publication also discusses theater army responsibilities for setting the theater, Title 10, United States Code functions and responsibilities (generally referred to as the combatant commander's daily operational requirements), and the operational employment of the theater army's contingency command post to control limited operations.

This publication is most applicable to theater army commanders and staff. It provides relevant information regarding the theater army organization and operations for commanders and staffs at subordinate, theater-level commands and brigades, geographic combatant command, and other Service headquarters. The organizational figures and associated staffing levels are derived from the Chief of Staff of the Army-approved theater army design and may vary to some degree from individual modified tables of organization and equipment for the theater army.

The principal audience for ATP 3-93 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ATP 3-93 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. ATP 3-93 is not the proponent publication (the authority) for any terms. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 3-93 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ATP 3-93 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ATP 3-93), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.

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Introduction

ATP 3-93 is a revision of FM 3-93 (now obsolete). ATP 3-93 articulates nonprescriptive ways and methods a theater army accomplishes missions, performs functions, and performs tasks. ATP 3-93 expands on theater army foundations and tenets found in FM 3-94, *Theater Army, Corps, and Division Operations*.

ATP 3-93 addresses the theater army's role in the Army operating concept. It describes how the theater army performs its primary role of Army Service component command to the geographic combatant command and how that role—with all of its required functions, tasks, and responsibilities—is executed in support of all phases of the six-phase joint operation construct. It expanded the discussion to include the concepts of theater security cooperation, force-tailored Army forces, and regionally aligned forces, and sustainment concept of support. All concepts are integral to a theater army fulfilling its role in the Army operating concept.

ATP 3-93 aligns with FM 3-94 on key topics while expanding on specific topics. These topics include discussions of theater army as an ARFOR, the theater army's execution of Title 10, combatant commander's daily operational requirements, an operational environment, operational variables and mission variables, setting the theater, and setting the joint operations area.

ATP 3-93 contains eight chapters:

Chapter 1 provides an overview of theater army to include its roles, functions, and tasks. It discusses the Army as an echeloned force and geographic combatant commanders. It discusses Service component responsibilities and the theater army's relationship with other echelons above brigade forces. The chapter concludes with a discussion regarding support from other Services.

Chapter 2 provides detailed information regarding the structure of the theater army. It discusses the structure of the theater army headquarters, main command post, contingency command post, and headquarters and headquarters battalion.

Chapter 3 provides details on the primary combatant commander's daily operational requirements performed by the theater army. It discusses Title 10 and administrative control of Army forces. It discusses infrastructure assessment and development. Lastly, it discusses developing the concept and operation plans.

Chapter 4 provides an overview of setting and supporting the theater of operations. It covers sustainment preparation, theater security cooperation, regionally aligned forces, and training. The chapter discusses operational contract support and establishment of links in support of theater operations.

Chapter 5 outlines setting and supporting the joint operations area. It discusses the Army presence and theater army support to the ARFOR. It details communications and enabling capabilities. It also discusses support to special operations forces and force protection. The chapter details Army force generation, sourcing mission requirements, and tailoring Army forces.

Chapter 6 discusses sustainment support. It discusses common-user logistics, theater sustainment command, and expeditionary sustainment command. It then discusses Army field support brigades Army contracting command, and medical support. It also discusses reception, staging, onward movement, and integration as well as multinational operations.

Chapter 7 discusses the theater army in its role as joint task force or joint force land component command. It details the theater army design and the contingency joint task force headquarters. It examines historical examples and hypothetical scenarios. Lastly, it discusses very large-scale operations.

Chapter 8 details theater enabler organizations. It discusses enabling capabilities and the military intelligence brigade. It details several commands. Next, it discusses chemical, biological, radiological, nuclear, and high-yield explosives support. It also discusses other organizations for theater support.

There are two appendixes. Appendix A discusses defense support of civil authorities. Appendix B lists Army executive agent responsibilities.

This publication is not the proponent for any defined Army terms.

Chapter 1

Theater Army Introduction

Chapter 1 provides the fundamental discussion for understanding the theater army. First, it discusses the Army as an echeloned force. Then it discusses the geographic combatant commanders. Then it discusses the theater army's roles, functions, and responsibilities. Next follows the discussions of Service component responsibilities and the theater army's relationship with other echelons above brigade forces. The chapter concludes with a discussion regarding support from other Services.

THE ARMY AS AN ENCHELONED FORCE

1-1.   The Army is the nation's decisive land warfare force. The ability of Army forces to compel adversaries, deter aggression, reassure multinational partners, and provide support to the nation as an instrument of power directly relates to the quantity of force it can apply. The Army is an echeloned force, with each echelon designed toward a specific function or mission. Each sequentially larger organization possesses greater capability for both sustained and independent operations. This echeloned organization provides commanders with great flexibility in selecting the appropriate force for the range of military operations.

1-2.   As part of the echeloned force, the theater army's primary role is as the Army Service component command assigned to a geographic combatant command. As the Army Service component command, it is responsible for administration and support of all Army forces assigned, attached, or under the operational control of the geographic combatant command or transitioning to the area of responsibility (AOR). The theater army provides most of the administrative control and Army support to forces deployed in the joint operations area (JOA). In addition, the theater army plays a significant role in coordinating, supporting, and integrating all echelon above brigade forces into geographic combatant command plans for that AOR. In its role as Army Service component command to a geographic combatant command, the theater army provides general support to Army and joint forces operating in JOAs within the AOR. The theater army must maintain an AOR-wide focus, providing Army support to all Army and joint forces across the AOR, in accordance with the geographic combatant commanders' priorities of support. The theater army is responsible for AOR-wide distribution, recovery, and redistribution of supplies and equipment in various JOAs. As the Army component command assigned to the geographic combatant command, the theater army is also responsible for providing common-user logistics and Army executive agent services for all Army and joint forces operating in the AOR.

COMBATANT COMMANDERS AND THEATER ARMY

1-3.   Combatant commanders' requirements for Army forces are determined by the National Military Strategy, the Joint Strategic Capabilities Plan (as specified in the "Forces for" portions), and operational requirements forecast by the combatant commander. To meet these requirements, the Army provides combatant commanders with interlocking arrays of modular headquarters trained and equipped to apply landpower from the theater level, through the operational level, and down to the tactical employment of various brigades, groups, and battalions. Together the theater army, corps, and division (as echelons above brigade organizations) give combatant commanders a menu of options necessary for employing landpower in an interdependent joint force within their geographic areas of responsibility assigned through the Unified Command Plan.

1-4.   The Unified Command Plan establishes combatant command missions and responsibilities, delineates the general AOR for geographic combatant commands, and provides the framework used to assign forces. Functional combatant commanders have trans-regional responsibilities for assigned functions

and support (or can be supported by) geographic combatant commands or may accomplish missions assigned by the Unified Command Plan independently. Figure 1-1 shows the regional AORs for all geographic combatant commands.
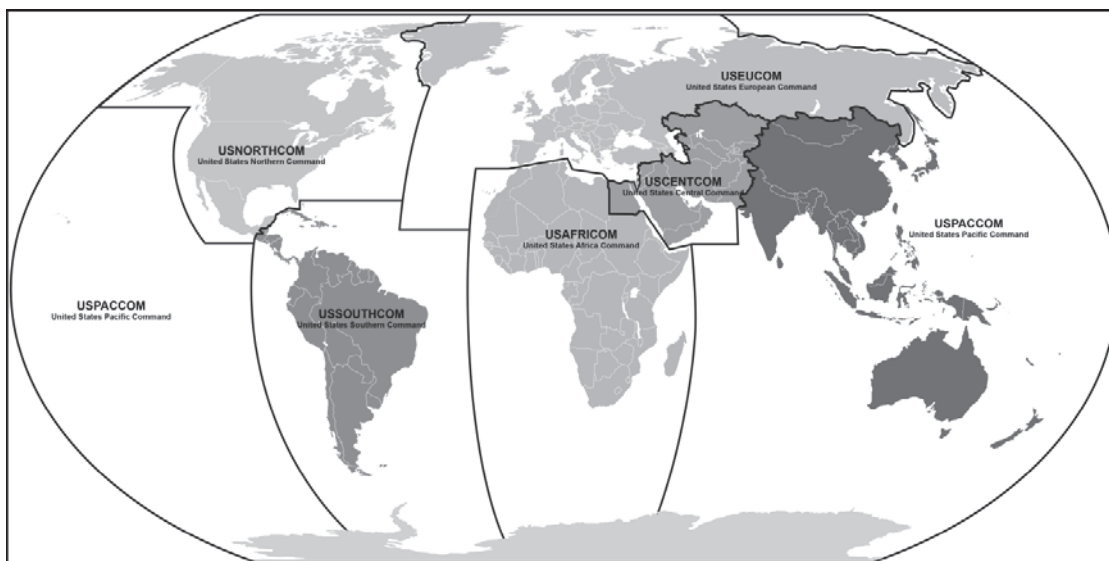
Figure 1-1. Unified Command Plan

1-5.   The typical operational chain of command for forces in an AOR extends from the combatant commander to a joint task force (JTF) commander and then to a functional component commander or a Service component commander. In the operational chain of command, there are four types of command relationships: combatant command (command authority) (known as COCOM), operational control (OPCON), tactical control, and support. Joint force commanders (JFCs) exercise the last three types of relationships as prescribed by law or as the superior commander over the military forces under their command. Unless directed by the President or Secretary of Defense, combatant command authority is reserved for combatant commanders over their assigned forces. JTFs and functional component commands, such as a land component, comprise forces that are normally subordinate to a Service component command but have been placed under OPCON of the JTF and subsequently to a functional component commander. Conversely, the combatant commander may designate one of the Service component commanders as the JTF commander or as a functional component commander. In some cases, the combatant commander may not establish a JTF, retaining OPCON over subordinate functional component commands and Service components directly.

1-6.   Under joint doctrine, all joint forces include Service components because they provide administrative and logistic support to their forces. A Service component command assigned to a combatant commander consists of the Service component commander and the Service forces (such as individuals, units, detachments, and organizations including support forces) assigned to that combatant commander. Global Force Management Implementation Guidance identifies forces assigned to combatant commands by the Secretary of Defense. The theater army—as the Army Service component command (ASCC) to a geographic combatant command—is the command responsible for recommendations to the JFC on the allocation and employment of Army forces within a combatant command. (See JP 3-31 for more information on joint force land operations.)

1-7.   Service components may only be assigned to a single combatant commander. However, Service component commanders may support multiple combatant commanders in a supporting commander relationship. The Service determines the proper headquarters to provide support; the "Forces for" memorandum establishes Service component support relationships for responsibilities assigned in the Unified Command Plan. Commanders of forces assigned to the combatant commands are under the authority, direction, and control of—and are responsible to—their combatant commander to carry out

assigned operational missions, joint training and exercises, and logistics. However, Army doctrine distinguishes between the Army component of a combatant command and Army components of subordinate joint forces. Under Army doctrine, the theater army is the ASCC to a combatant command. There is only one theater army within a combatant command's AOR, and it serves as the combatant commander's single point of contact reporting directly to the Department of the Army.

1-8. The theater army includes the commander, staff, and all Army forces (organizations, units, personnel, and installations) assigned to the combatant command. A modified table of organization and equipment (known as MTOE) is tailored to the specific requirements of each AOR and drives the organization of the headquarters. A table of distribution and allowance (known as TDA) may further augment the modified table of organization and equipment. The table of distribution and allowance provides the theater army the flexibility needed to account for temporary or variable operational requirements within each AOR.

1-9. Each theater army has operational and administrative responsibilities. The theater army has OPCON of all Army forces within the AOR (ARFOR) until the combatant commander attaches those forces to a subordinate joint command. (See FM 3-94 for more information on ARFOR.) Regardless of whether Army forces are OPCON to the theater army or OPCON to an ARFOR in the JOA, the theater army commander retains responsibility for administrative control (ADCON) of all Army forces. ADCON responsibilities can be delegated however.

THEATER ARMY ROLES, FUNCTIONS, AND TASKS

1-10. A *role* is the broad and enduring purpose for which the organization or branch is established (ADP 1-01). The theater army's role is ASCC to a geographic combatant command. The theater army is also capable of serving as a JTF or joint force land component command for immediate response and small-scale operations (using a contingency command post).

1-11. A *function* is a practical grouping of tasks and systems (people, organizations, information, and processes) united by a common purpose (ADP 1-01). A function delineates the set of executable capabilities that an organization or branch requires to perform its role. The theater army depends on four functions:

- Execute combatant commander's daily operational requirements.
- Set the theater.
- Set the joint operations area.
- Enable the theater army commander to exercise mission command of immediate crisis response and small-scale operations.

1-12. A *task* is a clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority (JP 1). A task may be collective or individual. Table 1-1 on page 1-4 lists functions and tasks of the theater army depending on its specific role.

THEATER ARMY IN ITS ROLE AS ARMY SERVICE COMPONENT COMMAND

1-13. In the role as an ASCC to a geographic combatant command, the theater army fulfills all requirements of a Service component for Army forces assigned or attached to the geographic combatant command. Responsibilities of a Service component are determined from Title 10, United States Code (USC); DODD 5101.1; DA Memo 1-10; and combatant commander's daily operational requirements.

Table 1-1. Theater army roles, functions, and tasks

Role as ASCC includes—			Role as JTF or JFLCC includes—
Executing combatant commander's daily operational requirements by—	Setting the theater by—	Setting the joint operations area by—	Serve as a JTF or JFLCC for immediate crisis response and limited, small-scale operations by—
- Maintaining ADCON of Army forces - Executing Army executive agent functions - Performing common-user logistics functions - Providing theater security cooperation - Assessing and developing infrastructure - Developing a concept plan and contingency or operation plan - Providing regional intelligence collection and analysis - Providing communications architecture - Providing land-based theater air and missile defense - Conducting detainee operations - Providing internment and resettlement	- Establishing favorable conditions through exercises and support - Supporting the formation of bilateral or multilateral diplomatic agreements - Establishing area of responsibility transit rights	- Providing chemical, biological, radiological, and nuclear support - Providing theater-specific training - Conducting force modernization - Conducting sustainment to include providing— - Theater opening - Port or terminal operations - Reception, staging, onward movement, and integration - Theater integration - Medical operations - Army support to other Services - Common-user logistics	- Conducting foreign humanitarian assistance - Conducting disaster relief - Providing immediate crisis response - Replicating corps or division headquarters for major exercises
ADCON administrative control ASCC Army Service component command		JFLCC joint force land component command JTF joint task force	

Execute Combatant Commander's Daily Operational Requirements

1-14. The combatant commander's daily operational requirements is a list of tasks that occur on a daily basis across all phases of joint operations (phases 0-5 of the six-phase joint operation construct). This list of tasks reflects the execution of roles, functions, and tasks derived from Title 10, USC; executive agent responsibilities; common-user logistics; Army support to other Services; and other requirements unique to the AOR regardless of other operations. Chapter 3 provides more detail regarding combatant commander's daily operational requirements. (See ADRP 4-0 and FM 4-95 for more sustainment information.)

1-15. Title 10 USC, contains the organic law governing the Armed Forces of the United States and delineating the organization of the Department of Defense, including the combatant commands. Title 10 charges the Army with execution of Service-specific requirements and ADCON of Army forces assigned to combatant commands. The theater army is responsible for execution of Title 10 requirements as the geographic combatant command requires.

1-16. The Army provides certain support to other Services across all phases of the six-phase joint operation construct through several types of authorities. Collectively known Army support to other Services (known

as ASOS), these responsibilities include all executive agent responsibilities as directed by DA Memo 10-1. DA Memo 10-1 defines an *executive agent* as a "DOD component which has been designated by the President, DOD, or Congress as the sole agency to perform a function or service for others." However, whether the term executive agent is used or not, the theater army, on behalf of the Army, is responsible for support functions in all theaters as designated by the geographic combatant commander (GCC) or higher authorities.

1-17. The operational ARFOR in a JOA can assume responsibility for some support tasks and functions, by exception and at the direction of the GCC. In such cases, the ARFOR or one of its subordinate commands assumes OPCON of the units responsible for executing the selected task. The support requirements the theater army performs as part of Army support to other Services can include the following:

- Missile defense.
- Fire support.
- Base defense.
- Transportation.
- Fuel distribution.
- General engineering.
- Intra-theater medical evacuation.
- Logistics management.
- Communications.
- Chemical, biological, radiological, and nuclear defense.
- Explosive ordnance disposal.

1-18. In addition to the Army support to other Services requirements and in accordance with Title 10, a GCC may designate a Service (usually the dominant user or most capable Service) to serve as the lead Service and provide common-user logistics for the entire theater, areas within a theater, or specific operations. The GCC frequently tasks the Army component of a joint force to provide sustainment support to other Service components. Additionally, the GCC may task the Army component of a joint force to provide specific support to multinational commands or other agencies. See chapter 6 for additional information on common-user logistics.

Set the Theater

1-19. Setting the theater is a geographic combatant command responsibility in which the theater army plays a major roll. This responsibility is generally driven by the support requirements of specific operation plans, concept plans, and other requirements established in the GCC's theater campaign plan. Setting the theater includes whole-of-government initiatives, including bilateral or multilateral diplomatic agreements. These agreements allow U.S. forces to access to ports, terminals, airfields, and bases within the AOR to support future military contingency operations. Many of these whole-of-government initiatives are the responsibility of non-DOD government agencies, although the resulting requirements are often identified by the GCC's Offices of Defense Cooperation in consultation with the theater army and its enabling subordinate commands. (Each Office of Defense Cooperation functions as the security cooperation link between the United States Government and the host-nation government.) Setting the theater also includes (as part of a country plan) security cooperation activities intended to improve interoperability with U.S. forces, enhance the legitimacy of the host nation, and improve the host nation's ability to defend itself against internal disorder and external threats. See discussion beginning in paragraph 4-5 for more information on security cooperation.

Set the Joint Operations Areas

1-20. A GCC or subordinate unified commander may designate an area within the assigned theater of operations as a JOA for conducting a specific military operation. Once an area within a GCC's theater is designated a JOA, the theater army plays a critical role in multiple tasks including—

- Establishing a theater opening.
- Establishing port and terminal operations.

- Establishing theater communications architecture.
- Conducting reception, staging, onward movement, and integration.
- Providing force modernization and theater-specific training.
- Providing Army support to other Services and common-user logistics to Army, joint, and multinational forces operating in the JOA.

1-21. Setting the JOA involves determining the type and density of sustainment and other Army support units need to support the JFC in the JOA. Setting the JOA also involves establishing the command and support relationships of the sustainment and other support units to the ARFOR within the JOA. Chapter 6 and chapter 7 provide details on sustainment support. Also, see FM 4-95 for more information.

JTF OR JOINT FORCE LAND COMPONENT COMMAND FOR SMALL-SCALE OPERATIONS

1-22. The function of exercising mission command refers to the immediate response to crises arising unexpectedly anywhere within the AOR. This function derives from theater army's role as a JTF or joint force land component command. It encompasses the requirement to enable theater army commanders to exercise mission command of Army forces performing their designated roles and functions during small-scale operations such as noncombatant evacuation operations, foreign humanitarian assistance, disaster relief, or peace operations. Once designated JTF or joint force land component command, these tasks include establishing liaisons at pertinent boards, centers, cells, and working groups as directed in FM 6-0, JP 3-31, and JP 3-33.

SERVICE COMPONENT RESPONSIBILITIES

1-23. In addition to the functions addressed in paragraphs 1-13 through 1-22, the theater army headquarters is responsible for ADCON of all Army forces in the AOR in peacetime and wartime. This and other responsibilities laid out in JP 1 are derived from fulfilling the Army's support function to the geographic combatant command. (See chapter 4 of JP 1.) As an ASCC, the theater army retains these responsibilities regardless of tasks delegated to another component commander or a non-Army JFC:

- Recommend proper employment, task organization, and command relationship of Army forces to the JFC.
- Integrate Army forces into the execution of theater engagement plans, and accomplish any operational missions assigned by the JFC.
- Select and nominate specific Army units for attachment to other subordinate commands.
- Conduct joint training, including training of components of other Services for joint operations in which the Army is designated the lead service.
- Early in the planning process, inform the JFC, other component or supporting commanders, and the combatant commander of planning for changes in logistic support that would affect operational capability or sustainability.
- Develop program and budget requests that comply with combatant commander guidance on warfighting requirements and priorities.
- Inform the combatant commander of program and budget decisions that may affect joint operation planning.
- Provide AOR-wide contingency planning and coordination, develop and maintain operation and or contingency plans, update regionally focused intelligence estimates, and update Service supporting plans to the GCC's theater campaign plan.
- Provide, as requested, supporting joint operation and exercise plans with necessary force data to support missions that may be assigned by the combatant commander.

THEATER ARMY AND OTHER ECHELON ABOVE BRIGADE FORCES

1-24. The theater army plays a significant role in coordinating, supporting, and integrating all echelon above brigade forces into geographic combatant command plans for that AOR. The theater army

coordinates with the Department of the Army (DA), supporting Army commands such as FORSCOM, and direct reporting units to integrate combatant commander requirements within the Army force generation process as part of Global Force Management. (See AR 525-29 and FM 3-22 for more on the Army force generation process.) The theater army coordinates through FORSCOM for theater-specific training and preparation of regionally aligned forces. The theater army commander recommends to the combatant commander the composition, sequence of deployment, and operational chain of command for Army forces deploying to the AOR. The theater army commander exercises OPCON as specified by the combatant commander and ADCON as specified by the Secretary of the Army.

1-25. The configuration of an echelon above brigade headquarters is determined less by its mobility than by its ability to control operations across a vast land area and to integrate joint capabilities into land operations. Army transformation—the modernization plan that began in 2006 to move the Army to a fuller capability—restructured theater army responsibilities to better support employment of Army forces within a given geographic combatant command. Table 1-2 is a graphic display of the roles and functions of the organizations of echelons above brigade following transformation.

Table 1-2. Roles and functions by echelon

	Theater army	*Corps*	*Division*
Primary role:	ASCC to GCC	Senior Army headquarters in joint operations area	Tactical warfighting headquarters
Additional roles:	JTF or JFLCC	JTF or JFLCC or ARFOR	JTF or JFLCC or ARFOR for small-scale operations
Primary functions:	• Complete combatant commander's daily operational requirements (Service functions) • Set the theater • Set the joint operations area • Enable theater army commanders to exercise mission command over Army forces for immediate crisis response and small-scale operations	• Provide an operational level headquarters • Perform whole-of-government tasks during stability operations through execution of stability tasks • Conduct shaping operations within the ARFOR • Conduct large-scale land operations • Task-organize and employ divisions and brigades in unified land operations • Integrate and synchronize operations of divisions and brigades • Mass effects at decisive points • Allocate resources and set priorities • Leverage joint capabilities	• Provide a tactical level headquarters • Perform whole-of-government tasks during stability operations through execution of stability tasks • Conduct shaping operations within the division area of operations • Conduct unified land operations • Task-organize and employ BCTs, multifunctional brigades, and functional brigades in unified land operations • Integrate and synchronize operations of BCTs, multifunctional brigades, and functional brigades • Mass effects at decisive points (focus BCTs, multifunctional brigades, and functional brigades and joint capabilities) • Allocate resources and set priorities • Leverage joint capabilities
ASCC Army Service component command BCT brigade combat team GCC geographic combatant command		JTF joint task force JFLCC joint force land component command	

1-26. According to the roles and functions by echelon, the ASCC for each geographic combatant command became a dedicated theater army with a common design though each is tailored for its unique mission.

1-27. A corps is normally the senior army headquarters (an ARFOR) inside a JOA. It serves as the Army's deployable level of command required to synchronize and sustain large-scale operations. The corps is tailored to specific missions. Per the recommendation of the theater army, the corps receives assigned subordinate organizations for its employment within a combatant command. A corps headquarters has the capability to serve as a joint force land component command or an ARFOR and is the most likely Army organization to be designated a JTF headquarters.

1-28. An Army corps commander is capable of exercising mission command of two to five Army divisions when a division serves as the primary tactical warfighting headquarters for the Army. The division commands multiple Army brigades and is the Army's primary tactical headquarters for decisive action. When required, a division may serve as a JTF or joint force land component command headquarters in a small-scale operation. As required, the division may be the Army component within a JTF.

1-29. When a corps or division serves in the capacity of a joint force land component command or an ARFOR, ASCC-designated liaisons in theater are tasked to support the ARFOR supporting a joint force command. The ASCC has a permanently assigned battlefield coordination detachment at the supporting theater joint air operations center to interface with the commander, Air Force forces (known as COMAFFOR), joint force air component commander, and staff. Additionally, a corps or division level ARFOR will likely not be identified in sufficient time to properly dispatch trained liaisons to the joint fires element, joint targeting working group, joint targeting coordination board, and joint collection management board. ASCCs normally have digital liaison teams or detachments to liaise or interface with other disadvantaged allies or components that require connectivity with selected systems. These systems— including Advanced Field Artillery Tactical Data System (known as AFATDS), transportation automated information systems (known as TAIS), command post of the future, Joint Automated Deep Operations Coordination System, or air and missile defense workstation—enable disadvantaged allies or components to participate in the Army operations process and share the ground common operational picture.

SUPPORT FROM OTHER SERVICES

1-30. The theater army must establish support relationships with other Service components (as described in JP 1). For example, coordinating operations in depth with the joint force land component commander and the joint force air component commander ensures a coordinated effort among Services. This is critical because synchronization of efforts within theater or JOA-wide operations prevents fratricide. To facilitate synchronization, the GCC establishes priorities that guide or inform execution decisions throughout the theater or JOA, including within the land force commander's areas of operations. Within a joint force, the JFC may designate more than one supported commander simultaneously, and components may simultaneously receive and provide support for different missions, functions, or operations.

1-31. The commander of the Army forces is responsible for identifying requirements—for example, joint air-ground integration center—of supporting component commanders. Identifying such requirements can be an extensive process and must be integrated as part of the planning process from early on. Another requirement might include guidance or products. The joint operation planning process for air develops theater-wide geographic combatant command guidance and products that impact how the ARFOR operates in theater. It is imperative that the theater army or ARFOR interfaces with the joint force air component commander during campaign or crisis action planning to participate and influence the development of the joint air operations plan. The Army must interface with the airspace control authority for development of the airspace control plan, area air defense plan, and other products that guide military operations in the AOR or JOA. As part of this process, the commander of the Army forces is given tasking authority of appropriate theater army liaisons in theater. This includes authority to direct the battlefield coordination detachment, AAMDC, and other established liaisons working in direct support to the designated commander of the Army forces.

Chapter 2

Theater Army Structure

Chapter 2 discusses the structure of the theater army. First, it discusses the theater army headquarters' structure. Then it discusses the structure of the main command post. Next, the chapter addresses the contingency command post's structure. The chapter concludes with a discussion of the structure of the headquarters and headquarters battalion.

THEATER ARMY HEADQUARTERS

2-1. Three broad design concepts underlie the organization of the theater army headquarters. First, each theater army headquarters focuses on a region but remains globally networked. Second, each is theater-committed. Third, theater army headquarters are not part of the Army's pool of Service-retained forces.

2-2. To accomplish its roles and functions, the theater army headquarters is organized with three organic components, each with specific functions:

- Main command post.
- Contingency command post.
- Headquarters and headquarters battalion.

A main command post performs all of the Army Service component command (known as ASCC) functions—Title 10, United States Code; administrative control; Army support to other Services; common-user logistics; and support to a joint operations area (JOA). These functions support the combatant commander's daily operational requirements. The contingency command post provides a limited capability to exercise control of forces for small-scale operations in an area of responsibility (AOR). A headquarters and headquarters battalion provides administrative and logistic support for the theater army headquarters and all its organic command post elements.

2-3. Despite its robust design, most theater army headquarters are small due to specific mission requirements and therefore most theater army headquarters require support from multiple organizations in the performance of their role and functions.

2-4. Although normally co-located for stationing, the theater army main command posts and contingency command posts ordinarily remain configured as separate command posts to maintain the rapid deployment capability of the contingency command post. Although this is the standard design for all theater army headquarters, the organization is subject to change based on the mission and commander's desires. Each theater army's organization differs due to requirements that vary widely from one AOR to another. The unit's modified table of organization and equipment and augmented table of distribution and allowance identify the personnel and equipment authorized according to the alignment of tasks in the organizational design. However, commanders often reorganize the headquarters by changing the alignment of tasks so that it looks significantly different from the original design. In such cases, the unit's tactical standard operating procedure often more accurately depicts the headquarters organization.

2-5. Sometimes the theater army has an Army corps or division headquarters assigned and available for deployment. In these cases, the theater army commander may opt to create a battle roster for staffing the contingency command post and redistributing the personnel throughout the main command post. However, this alternative requires careful consideration of potential impacts on the Army Management Headquarters account because it may change the characterization of contingency command post personnel from operational to administrative.

2-6. In general, all theater army staff elements retain functions and responsibilities consistent with FM 6-0. All theater army staff elements use the operations process from ADP 5-0 and ADRP 5-0 and use

the joint process in accordance with JP 5-0. As a headquarters, the theater army's normal battle rhythm and work schedule conform to mission requirements and coordinate with the supported geographic combatant command headquarters. As directed by the commander, the chief of staff may extend or modify the battle rhythm and work schedule of the staff in accordance with operational requirements.

THEATER ARMY MAIN COMMAND POST

2-7. The main command post performs most of the administrative functions of the Army Service component command. Figure 2-1 depicts the theater army 5.4 main command post organization. This diagram aligns with the 5.4 headquarters design. However, each theater army operates under a unique modified table of organization and equipment or the table of distribution and allowance and therefore each differs in size and organization.

2-8. The main command post is primarily responsible for planning, coordination, Title 10, administrative control, Army support to other Services, and Army executive agent responsibilities in support of the geographic combatant command. In most cases, the theater army fulfills these responsibilities by allocating resources and delegating missions to subordinate theater-enabling commands or brigades, which complete the detailed planning and execution (actual delivery of products or services). The main command post also supports multinational, joint, and Army forces deployed to JOAs established within the AOR.

2-9. The main command post is the hub of planning and coordination within the theater army. This command post develops and maintains operation plans, concept plans, and other Army-specific supporting plans in support of the geographic combatant commander's (GCC's) theater campaign plan. The main command post may facilitate the commander exercising mission command over Army forces involved in operations, training exercises, and other theater security cooperation activities. The main command post collaboratively plans with any Army headquarters' designated to deploy within the AOR. This collaborative planning facilitates the transition of existing operation plans or concept plans into the incoming headquarters' own operation orders for execution. Such collaboration enables the theater army's regional expertise to support planning and executing operations, exercises, or other theater security cooperation activities. The main command post also provides direct planning support to the contingency command post when the contingency command post deploys (as a forward command post) to conduct small-scale operations or to participate in exercises and other theater security cooperation activities.

COMMAND GROUP

2-10. The theater army command group primarily operates from the main command post. This group consists of the commander, deputy commander, command sergeant major, chief of staff, secretary to the general staff, enlisted and officer aides to the commanding general and deputy commanding general, and administrative staff and drivers. Commanders arrange their staff into staff sections or groupings of subject matter expertise under a coordinating, special, or personal principal staff officer.

PERSONAL STAFF

2-11. The personal staff normally includes the following staff officers: internal review officer, chaplain, public affairs officer, staff judge advocate, surgeon, inspector general, and sometimes safety officer. The actual composition of the personal staff depends on an operational environment's effects on the theater army and the commander's assessment of personal staff requirements. (See FM 6-0 for other personal staff officers.)

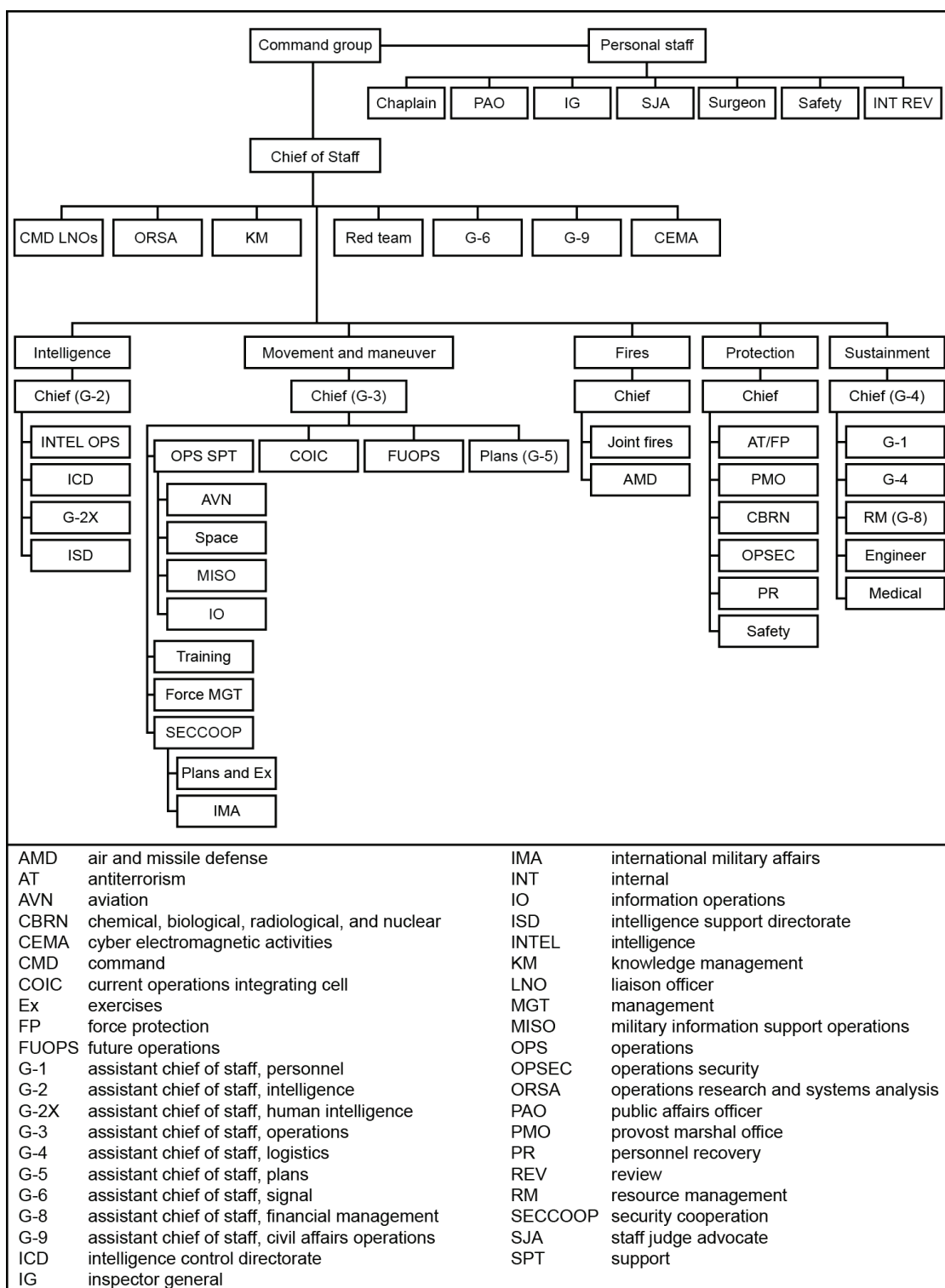|		
AMD	air and missile defense	
AT	antiterrorism	
AVN	aviation	
CBRN	chemical, biological, radiological, and nuclear	
CEMA	cyber electromagnetic activities	
CMD	command	
COIC	current operations integrating cell	
Ex	exercises	
FP	force protection	
FUOPS	future operations	
G-1	assistant chief of staff, personnel	
G-2	assistant chief of staff, intelligence	
G-2X	assistant chief of staff, human intelligence	
G-3	assistant chief of staff, operations	
G-4	assistant chief of staff, logistics	
G-5	assistant chief of staff, plans	
G-6	assistant chief of staff, signal	
G-8	assistant chief of staff, financial management	
G-9	assistant chief of staff, civil affairs operations	
ICD	intelligence control directorate	
IG	inspector general	
IMA	international military affairs	
INT	internal	
IO	information operations	
ISD	intelligence support directorate	
INTEL	intelligence	
KM	knowledge management	
LNO	liaison officer	
MGT	management	
MISO	military information support operations	
OPS	operations	
OPSEC	operations security	
ORSA	operations research and systems analysis	
PAO	public affairs officer	
PMO	provost marshal office	
PR	personnel recovery	
REV	review	
RM	resource management	
SECCOOP	security cooperation	
SJA	staff judge advocate	
SPT	support	

Figure 2-1. Theater army main command post design

SPECIAL STAFF

2-12. The special staff includes all staff officers not assigned to a primary coordinating staff section. The theater army special staff includes the following staff elements: air and missile defense officer; air liaison officer; aviation officer; chemical, biological, radiological, and nuclear (CBRN) officer; electronic warfare officer; engineer; explosive ordnance disposal officer; equal opportunity advisor; force management officer; foreign disclosure officer; historian; information operations officer; knowledge management officer; liaison officer; military information support officer; operations security officer; personnel recovery officer; provost marshal; red team officer; secretary of the general staff; staff weather officer; space operations officer; transportation officer; and veterinary officer. (See FM 6-0 for more information on special staff.)

2-13. The theater army provides liaisons to the geographic combatant command staff, locates other components to support in the GCC's AOR, and locates subordinate joint force commanders in a JOA. The theater army embeds liaisons at pertinent boards, centers, cells, and working groups established by the GCC and the joint force commander. Liaisons include Army digital liaison detachments, ground liaison detachment at supporting air wings, reconnaissance liaison detachments at supporting reconnaissance squadrons, and liaison officers at the joint targeting working group, joint targeting coordination board, and joint collection management board. (See FM 6-0 for liaison discussion and JP 3-31 for liaisons in joint land operations.)

COORDINATING STAFF

2-14. Coordinating staff officers are the commander's principal assistants who advise, plan, and coordinate actions within their area of expertise or a warfighting function. Coordinating staff officers may also exercise planning and supervisory authority over designated special staff officers as the commander chooses. The coordinating staff consists of the following positions:

- Assistant chief of staff (ACOS), G-1—personnel.
- ACOS, G-2—intelligence.
- ACOS, G-3—operations.
- ACOS, G-4—logistics.
- ACOS, G-5—plans.
- ACOS, G-6—signal.
- ACOS, G-8—financial management.
- ACOS, G-9—civil affairs operations.
- Chief of fires.
- Chief of protection.
- Chief of sustainment.

FUNCTIONAL CELLS

2-15. Coordinating staff officers coordinate their respective warfighting functions for the commander through functional cells within the main command post. In the main command post design, coordinating staff is organized by functional cells. Coordinating staff officers lead their respective functional cell within the main command post. The functional cells within a command post are intelligence, movement and maneuver, fires, protection, and sustainment.

Intelligence Cell

2-16. The intelligence cell is composed of the intelligence operations section, intelligence control section G-2, G-2X, intelligence support section and foreign disclosure office. The G-2 is the chief of the intelligence cell and acts as the theater army's senior intelligence officer and principal intelligence advisor to the theater army commander.

Movement and Maneuver Cell

2-17. The movement and maneuver cell forms three integrating cells: current operations integration cell, future operations cell, and plans cell. The G-3 is both the theater army operations officer—responsible for integrating all components of the operation into the theater army's single, unified operation—and the chief of the movement and maneuver warfighting functional cell. The movement and maneuver cell also is designed with the traditional G-3 operations, support, training, security cooperation, and force management sections with the numerous elements subordinate to them.

Fires Cell

2-18. The fires cell is composed of the traditional headquarters fires section and air and missile defense sections. The fires cell can create a joint fires section with augmentation of other components (such as joint force air component commander or joint force maritime component commander liaisons). The fires cell director is the theater army's chief of fires.

Protection Cell

2-19. The protection cell is composed of the provost marshal; chemical, biological, radiological, and nuclear defense; antiterrorism; force protection; personnel recovery; and safety staff sections. The protection cell is also responsible for the operations security function. The chief of the protection cell is a multifunctional officer specialty open to military police, chemical, or engineer officers. The corps 4.1 design aligns the engineer section under the protection cell. The theater army design aligns the engineer section under the sustainment cell, since its primary duties relate to sustainment. The Universal Joint Task List supports this difference by aligning engineer functions under sustainment instead of protection.

Sustainment Cell

2-20. The sustainment cell is composed of the G-1, G-4, G-8, engineer, and surgeon staff sections. The chief of the sustainment cell is a general officer.

THEATER ARMY CONTINGENCY COMMAND POST

2-21. The contingency command post is lean and deployable. As part of the theater army headquarters, it specifically meets the GCC's requirements for limited control during operations. The contingency command post has possible roles as a—
- Joint task force (JTF) or ARFOR for small-scale operations.
- Joint force land component command for small-scale operations.
- Tactical headquarters for small-scale operations.

2-22. The primary value of the contingency command post is its immediate response capability, rather than its capability to exercise control of complex or sustained operations. Maintaining the contingency command post separately from the main command post facilitates training of assigned contingency command post staff and enhances its ability for rapid response or deployment.

2-23. The contingency command post provides the theater army with a capability to conduct limited intervention or peace operations. These operations range from limited contingency operations to facilitating theater army forward control of noncombatant evacuation, foreign humanitarian assistance, and peace operations. These operations occur in both permissive and nonpermissive environments in which forces do not anticipate major combat operations. However, these operations may involve some combat, but it would be limited in scale, scope, complexity, expected intensity, and duration.

2-24. The contingency command post provides several options for employment. First, the theater army may be designated as a JTF or joint force land component command headquarters for a limited intervention or peace operation. In this case, the theater army deploys the contingency command post forward while the main command post remains at home station. The main command post then provides reachback support to the staff in the contingency command post while continuing to perform theater army's AOR-wide functions. The contingency command post forms the nucleus (personnel and equipment) of a JTF under the

direct command of the theater army commander. The second option for employment involves the GCC tasking the theater army to provide the contingency command post's equipment and personnel as the nucleus of a small JTF. In this case, the theater army deputy commanding general commands the JTF. In both options, the contingency command post receives augmentation from the geographic combatant command staff, the geographic combatant command's standing joint force headquarters element, or a joint staffing document tailored to the mission. In the second case, the contingency command post deploys to complete crisis assessments. The contingency command post then integrates with forward-based staff in existing facilities to provide the theater army commander with a forward presence. Additionally, the contingency command post provides the theater army commander a flexible command post to participate in or provide a headquarters for joint or combined exercises. See figure 2-2 for sample contingency command post organization.
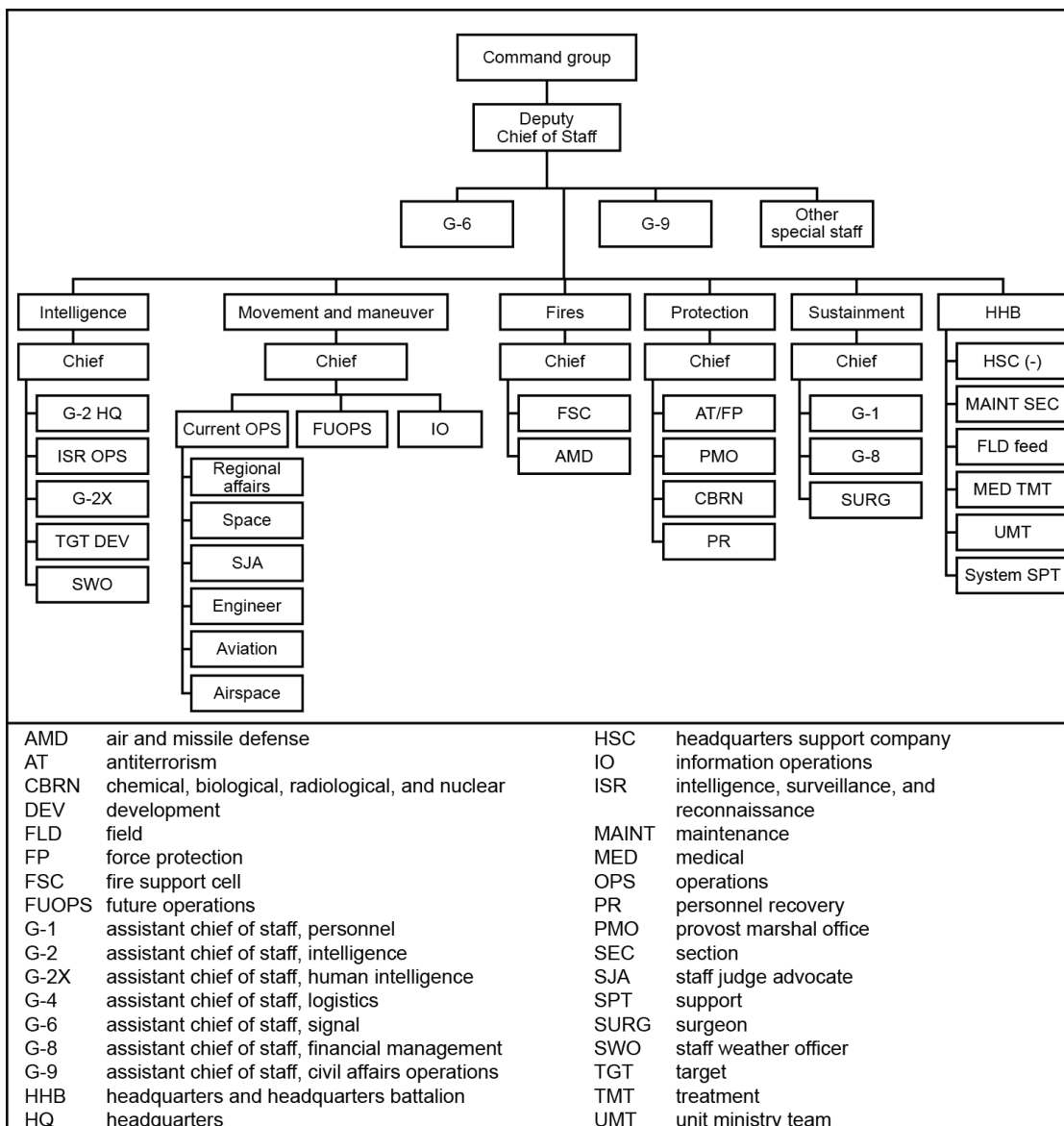

AMD	air and missile defense	HSC	headquarters support company
AT	antiterrorism	IO	information operations
CBRN	chemical, biological, radiological, and nuclear	ISR	intelligence, surveillance, and reconnaissance
DEV	development		
FLD	field	MAINT	maintenance
FP	force protection	MED	medical
FSC	fire support cell	OPS	operations
FUOPS	future operations	PR	personnel recovery
G-1	assistant chief of staff, personnel	PMO	provost marshal office
G-2	assistant chief of staff, intelligence	SEC	section
G-2X	assistant chief of staff, human intelligence	SJA	staff judge advocate
G-4	assistant chief of staff, logistics	SPT	support
G-6	assistant chief of staff, signal	SURG	surgeon
G-8	assistant chief of staff, financial management	SWO	staff weather officer
G-9	assistant chief of staff, civil affairs operations	TGT	target
HHB	headquarters and headquarters battalion	TMT	treatment
HQ	headquarters	UMT	unit ministry team

Figure 2-2. Theater army contingency command post organization

Possible Contingency Command Post Operations

2-25. The contingency command post was designed to respond to five types of operations:
- Noncombatant evacuation operations.
- Consequence management.
- Foreign humanitarian assistance and disaster relief.
- Peace operations.
- Theater security cooperation and building partner capacity.

Noncombatant Evacuation Operations

2-26. The contingency command post can respond to noncombatant evacuation operations in permissive, uncertain, and hostile operational environments. This response can include missions involving limited combat and security operations (limited in terms of scale, scope, complexity, intensity, and duration).

Consequence Management

2-27. The contingency command post can provide the initial control for consequence management operations. Specifically, the contingency command post is trained and ready to control defense support of civil authorities (known as DSCA) teams, civil affairs, and sustainment enabler capabilities as part of a larger government response to a foreign assistance request. (See appendix A for a discussion of defense support of civil authorities.)

Foreign Humanitarian Assistance and Disaster Relief

2-28. The contingency command post can rapidly deploy an assessment team to assess foreign humanitarian assistance and disaster relief needs for the theater army or geographic combatant command. The contingency command post has the ability to conduct foreign humanitarian assistance and disaster relief operations, including those in nonpermissive operational environments requiring limited combat or security operations (limited in terms of scale, scope, complexity, intensity, and duration). The contingency command post conducts foreign humanitarian assistance and disaster relief operations when it receives subordinate units with tailored capabilities appropriate for the mission. For example, a contingency command post receives additional liaison teams to coordinate with United States (U.S.) government agencies, host-nation authorities, and international organizations when conducting disaster relief operations.

Peace Operations

2-29. The contingency command post directs subordinate elements in execution of the initial phases of peace operations (that are limited in scope, scale, complexity, intensity, and duration). Peace operations normally involve the deployment of significant military forces for extended or protracted periods (as in Bosnia, Kosovo, and Sinai) for they exceed a contingency command post's capabilities. However, the contingency command post's ability to provide immediate response forces lends itself to a limited role contingency command post in peace operations. This particularly applies when the immediate insertion of U.S. military forces is required to separate two or more antagonists who have consented at some level to cease operations. The command must augment the contingency command post with a headquarters more capable of conducting sustained operations for consequence management. (See JP 3-07.3 for a discussion of peace operations.)

Theater Security Cooperation and Building Partner Capacity

2-30. The contingency command post controls selected Army elements participating in joint and combined exercises with land forces of partner nations within the GCC's AOR in support of theater security cooperation and building partner capacity. The contingency command post acts as either as an exercise control headquarters or as a participating unit replicating the command post of other Army warfighting headquarters. The contingency command post can provide a command post with staff capabilities tailored to the requirements of specific bilateral war games, simulations, and command post exercises that focus on building specific partner capacity areas of concern. These capabilities provide an opportunity to promote

interoperability between U.S. and multinational military forces. For example, these capabilities promote both forces using common doctrine and standard operating procedures. The contingency command post can also provide the nucleus of a tailored command post for Army, joint, or multinational exercises, including joint augmentation from other Services.

Capabilities of the Contingency Command Post

2-31. The contingency command post can perform all required tasks and functions 24 hours a day, seven days a week, within limitations (see the discussion beginning in paragraph 2-36). The contingency command post and its organic equipment can deploy by C-130 aircraft. The ability to deploy quickly to any area within the AOR maximizes the contingency command post's utility.

2-32. The contingency command post commander can exercise mission command of multiple subordinate units up to brigade size. The contingency command post increases its span of control for specific mission requirements with augmentation from other theater army headquarters or theater troops. For planning purposes, the contingency command post can exercise control of up to two brigade-sized units or six subordinate elements, which may be any combination of brigade combat teams, functional brigades, battalions, or tailored task force packages. Unless augmented, the contingency command post cannot function as the primary command post in intense combat or for major operations involving multiple brigade-sized formations operating for extended periods. A variety of sources can provide the needed augmentation, including the main command post, the geographic combatant command staff, other Service component commands, and a joint manning document request.

2-33. The contingency command post staff requires augmentation to access and employ joint fires. The combatant command, joint, or Service headquarters provide other joint capabilities and augmentation if necessary. The contingency command post coordinates additional required capabilities through the main command post.

2-34. The headquarters support company provides the administrative and sustainment support for the contingency command post. This company provides field feeding, supply, sanitation, field service medical treatment, and field service maintenance to the deployed contingency command post. The contingency command post depends on the theater army's headquarters and headquarters battalion for higher echelon support beyond the capability of the headquarters support company.

2-35. If the operation requires capabilities beyond that of the contingency command post even with augmentation, an Army division or corps headquarters provides another option. A corps headquarters can serve as the senior Army headquarters in a JOA as well as serve as a JTF or joint force land component command for major operations. If operations do not require all the capabilities of a corps, then a division headquarters can serve as a JTF or joint force land component command headquarters for small-scale operations.

Limitations of the Contingency Command Post

2-36. The contingency command post commander cannot exercise mission command for protracted military operations unless appropriately augmented or reinforced. As a planning factor, the contingency command post can effectively operate without augmentation for a maximum of 30 days of continuous operations.

2-37. The contingency command post can conduct operations of limited scope (range of activities), scale (dimensions of the area of operations, number of units and size of forces), complexity (number of simultaneous, inter-related activities), and intensity (speed, tempo, degree of lethality or destruction within a given timeframe). The contingency command post must receive augmentation and be reinforced or relieved if the requirements exceed previously stated limitations. The contingency command post provides the GCC and the theater army commander with a limited, in-house operational command and control capability. It is not, however, the only or the preferred tool for all contingencies.

2-38. The contingency command post depends on the theater army main command post for operational planning support, intelligence support, sustainment coordination, special staff functions, and tailored staff support, as required, for the conduct of military operations within the GCC's AOR. Although the

contingency command post actively participates with the main command post planning staff in planning, the main command post normally produces the operation orders, and the contingency command post focuses largely on controlling the execution of the plan, including short-term assessment of operations.

2-39. The contingency command post requires support of the signal command (theater) for up to SECRET network transport capability and network operations. Based on specific mission requirements, the signal command (theater) provides tailored communication support teams to support the contingency command post.

2-40. With a small intelligence cell, the contingency command post relies upon the theater-level military intelligence brigade for regionally focused intelligence collection, analysis, and production. Additionally, the contingency command post depends on the military intelligence brigade for Trojan SPIRIT intelligence satellite communications for Joint Worldwide Intelligence Communications System network connectivity. The contingency command post depends on the military intelligence brigade for top secret and sensitive compartmentalized information communications and information system support.

2-41. The contingency command post depends on outside organizations for security. The headquarters and headquarters company deploys with the contingency command post to provide supervision over the security detail. The security personnel for that detail come from outside the organization.

Dependencies of the Contingency Command Post

2-42. The theater army headquarters depends on theater-enabling units for staff functions or supporting capabilities. These enablers vary considerably by size and type between geographic combatant commands and may or may not be available to a theater army or tailored to meet their particular needs or mission.

2-43. The theater signal command or brigade provides connectivity to all LandWarNet services up to SECRET and not releasable to foreign nationals (known as NOFORN) levels. This connectivity includes establishing and operating the theater network architecture to support the theater army headquarters and all joint and Army forces operating in the AOR. The theater army headquarters has no organic signal capability and depends on the theater signal command or brigade for all network and signal capabilities. This dependence includes regional hub node, joint network node, or command post node elements to support the contingency command post when it deploys.

2-44. The garrison command of the installation provides installation access control and local security of the permanent headquarters (garrison or installation security). Regional support groups provide contingency base operations functions at intermediate staging bases or bases in the support area.

2-45. The theater intelligence brigade is the anchor for reachback intelligence, providing a gateway for the combatant command to access the full intelligence enterprise. This gateway enables theater army access to top secret and sensitive compartmented information communications and information systems used for analytical support. The access enables the theater intelligence unit to provide regionally focused information collection, analysis, and production to support theater army planning (operation plan or concept plan development) and operational intelligence to support operations of a limited or small scale. The military intelligence brigade provides joint targeting support to the theater army from phase 0 thru phase 5 for the designated commander of the Army forces. (See JP 5-0 for discussion of the six-phase joint operation construct.) In addition, the theater intelligence unit may provide regionally focused intelligence collection and analysis in support of JTFs, joint force land component command, ARFOR, and other Army forces operating in JOAs.

2-46. The USAMC provides support through the aligned Army field support brigade, contracting support brigade, and logistics civil augmentation program. The Army field support brigade provides national-level, materiel-focused sustainment support as well as logistics civil augmentation program planning and management. The supporting contracting support brigade provides operational contract support and planning assistance.

2-47. The Army Corps of Engineers provides engineering and construction (including roads and buildings), real estate, and environmental management products and services. Additionally, an engineer topographic company or geospatial planning cell of the Military Intelligence Board provides geospatial information and services to the theater army.

2-48. A military police protective services detachment provides close-in protective service details for the theater army commander, deputy commanders, and other designated high-risk personnel, as required. A force protection team assists the theater army antiterrorism or force protection section in protection, physical security, antiterrorism, and response force operations.

2-49. Several unique teams assist the theater army in accomplishing specialized functions. Defense Logistics Agency personnel provide the theater army logistics reach to the national supply system. A civil affairs planning team from a civil affairs brigade or command provides staff augmentation to the theater army G-9 for operations. A modular CBRN team assigned to the theater army establishes a full-time CBRN planning expertise and assessment capability within the headquarters. Public affairs detachments or teams augment the organic theater army staff and establish a media support or broadcast center, if required. An air traffic services command augments the theater army for air traffic services during operational surges.

THEATER ARMY HEADQUARTERS AND HEADQUARTERS BATTALION

2-50. The theater army headquarters and headquarters battalion provides sustainment support to the theater army headquarters, including the contingency command post when it deploys for any operation. The headquarters and headquarters battalion has a commander, command group, a battalion staff (S-1, S-2, S-3, and S-4), and three subordinate companies, described in figure 2-3.
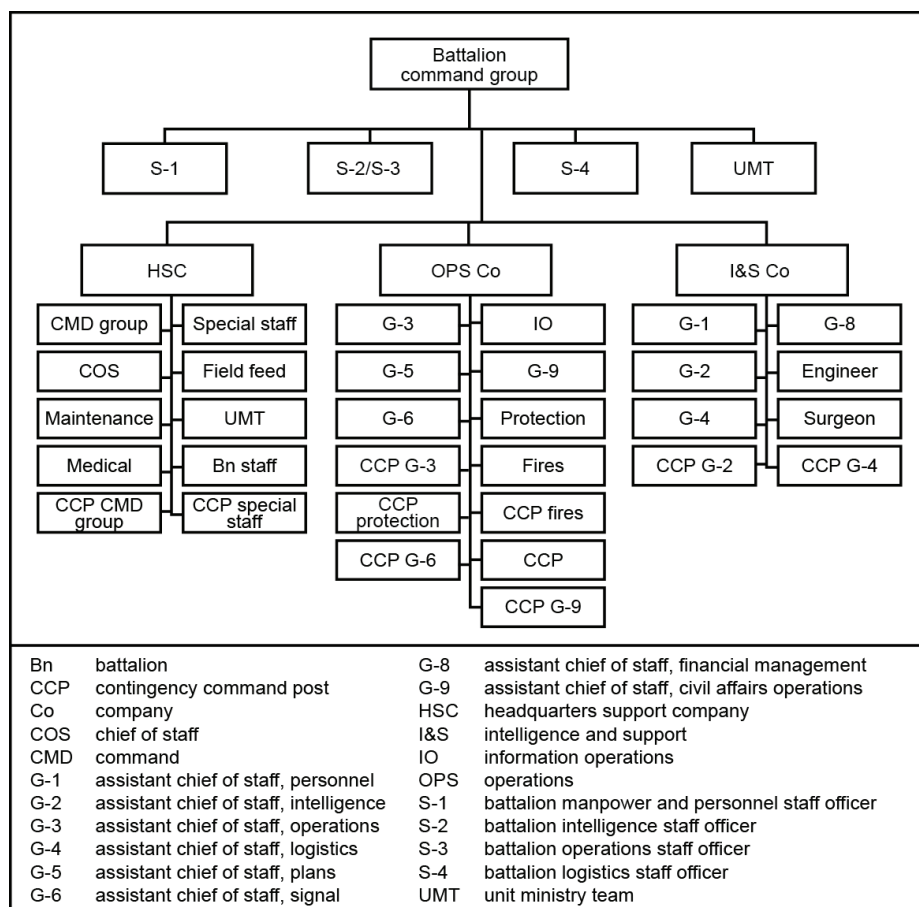
Figure 2-3. Theater army headquarters and headquarters battalion organization

2-51. The headquarters support company can deploy with the contingency command post to provide sustainment support and command the local security section provided by an outside organization. Theater army personnel assigned to the headquarters support company include the commanding general section, the deputy commanding general section, the personal staff, the chief of staff section, the special staff, the headquarters and headquarters battalion headquarters staff, the contingency command post command group, the contingency command post special staff, and the contingency command post support sections.

2-52. The operations company consists of a standard company headquarters element and the personnel from the following main and contingency command post cells and sections: movement and maneuver, fires, protection, G-6, and G-9.

2-53. The intelligence and sustainment company consists of a standard company headquarters element and the personnel of the intelligence and sustainment cells of the main and contingency command posts.

2-54. The contingency command post—and the headquarters support company that supports it—depend on the theater army headquarters and headquarters battalion for all administrative control services and Title 10, United States Code support.

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Chapter 3

Theater Army and Combatant Commander's Daily Operational Requirements

Chapter 3 discusses the primary combatant commander's daily operational requirements performed by the theater army. First, this chapter discusses Title 10, United States Code and its administrative control of Army forces. Then it discusses infrastructure assessment and development. The chapter concludes with a discussion of developing the concept and operation plans.

COMBATANT COMMANDER'S DAILY OPERATIONAL REQUIREMENTS

3-1. A primary function of theater army, in its role as Army Service component command, is executing the combatant commander's daily operational requirements. This includes four primary tasks that occur across all phases of the six-phase joint operation construct: provide Title 10, United States Code (USC) administrative control of Army forces, conduct theater security cooperation, assess and develop infrastructure, and develop concept and operation plans. Additional tasks completed by theater army enabling commands include conduct regional information collection and analysis, communications architecture, land based air missile theater defense, detainee operations, and internment and resettlement. See the specific doctrine publications for discussions of these tasks.

PROVIDE TITLE 10, USC ADMINISTRATIVE CONTROL OF ARMY FORCES

3-2. The first task of the theater army's combatant commander's daily operational requirements is providing Title 10, USC administrative control of Army forces. The combatant commander exercises combatant command authority over all Army forces assigned or attached to the command. Per Title 10, USC, Department of Defense civilians, contractors, and Army forces under combatant command authority of a geographic combatant command are attached to the theater army for the purpose of organization, training, and equipping. The theater army retains administrative responsibility of these forces and therefore its responsibility for Title 10, USC functions until the functions are formally transferred or delegated.

3-3. Title 10, USC includes twelve functions, ten of which the theater army performs:
- Organizing (thru tailoring of forces to meet requirements, see chapter 5).
- Supplying (see chapter 6).
- Equipping (see chapter 6).
- Training.
- Servicing (includes sustainment support, see chapter 6).
- Mobilizing (see reception, staging, onward movement, and integration, chapter 6).
- Demobilizing (see reception, staging, onward movement, and integration, chapter 6).
- Administering (includes Uniform Code of Military Justice and all administrative or personnel requirements).
- Outfitting and repairing of military equipment (see ATP 4-94).
- Constructing, repairing, and maintaining buildings and structures (see infrastructure, chapter 5).

3-4. By performing these Service functions for the geographic combatant command, the theater army ensures that Army forces deployed within the area of responsibility (AOR) are adequately trained,

equipped, and sustained. The theater army also facilitates the rapid deployment of Army expeditionary forces into the AOR for crisis response or other military operations.

CONDUCT THEATER SECURITY COOPERATION

3-5.   The second task of the theater army's combatant commander's daily operational requirements is conducting theater security cooperation. Chapter 4 discusses theater security cooperation. See the discussion beginning in paragraph 4-5.

ASSESS AND DEVELOP INFRASTRUCTURE

3-6.   The third task of the theater army's combatant commander's daily operational requirements is assessing and developing infrastructure. Infrastructure is essential to ensuring effective operations in theater and executing many of the combatant commander's daily operational requirements. The theater army and its supporting commands assess the adequacy of infrastructure in the AOR to support anticipated military operations, determine requirements for additional infrastructure, and manage infrastructure development programs assigned to Army forces for execution. The theater army develops these plans, in close collaboration with its assigned theater sustainment command, the geographic combatant command J-4, and the Army Corps of Engineers. Infrastructure development activities may include identifying requirements for forward basing and air, land, and sea transit rights through the sovereign territories of partner or neutral nations within the AOR. Identifying such requirements enables the appropriate United States Government agency to engage the relevant partner or neutral nations.

3-7.   The theater army's assigned theater engineer command assists with identification of requirements for basing and transit rights needed to support landpower. However, the Department of State and the appropriate United States diplomatic mission must negotiate bilateral or multilateral agreements. Infrastructure assessment and development aims to assess the adequacy of infrastructure in the AOR to support anticipated military operations, determine requirements for additional infrastructure, and manage infrastructure development programs assigned to Army forces for execution.

3-8.   The theater engineer command provides the theater army with the ability to command functional engineer units and with an organizational framework for the operational-level engineer effort within the AOR. The command focuses on reinforcing and augmenting tactical-level engineer efforts and developing the theater sustainment base as part of its primary responsibility for theater infrastructure development. This focus involves planning, ensuring operational mobility, and coordinating all operational engineering assets. The theater engineer command also supervises the direction of geospatial operations, construction, real-property maintenance activities, the logistics operation center, engineer logistics management, and base development.

3-9.   The theater engineer command receives policy guidance from the theater army based on the guidance of the geographic combatant command's joint force engineer. The theater engineer command headquarters element provides staff supervision over operational-level engineer support to operations in the AOR and reinforces engineer support to all theater army forces. The theater engineer command may also support joint and multinational commands and other elements according to lead Service responsibilities as directed by the supported joint force commander. The theater engineer command headquarters provides policy and technical guidance to all Army engineer units in the area of operations. This headquarters maintains a planning relationship with the theater army and joint force staff engineers to help establish engineer policy for the AOR. It also coordinates with other Service and multinational command engineering staffs. In some theaters, a tailored engineer brigade may provide theater-level engineer support.

3-10. A forward engineer support team-advance (known as FEST-A) is a deployable team from the theater engineer command that provides infrastructure assessment; engineer planning and design; and environmental, geospatial, and other technical engineering support (from theater army to brigade echelon) and augments the staff at those echelons. This team could support any echelon configured as a joint force headquarters for limited interventions or may be task-organized at corps, division, and brigade echelons when configured as intermediate or tactical headquarters. The forward engineer support team-advance operates as augmentation either to the supported force engineer staff or to the supporting engineer headquarters.

DEVELOP CONCEPT PLANS AND OPERATION PLANS

3-11. The fourth and last task of the theater army's combatant commander's daily operational requirements is developing concept and operation plans. A concept plan is an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into an operation plan or operation order.

3-12. Concept plan and operation plan development focuses on both deliberate and contingency planning in support of the geographic combatant commander's long-range campaign plan for the AOR. The geographic combatant commander's long-range campaign plan for the AOR includes a theater engagement plan, security cooperation activities, and supporting plans from each Service component. The theater army works closely with the combatant command J-5s in this parallel planning effort.

3-13. The theater army commander serves as principal advisor to the combatant commander on planning and employing Army forces in the land domain. The theater army also assists both the Department of the Army and the combatant commander in shaping the input to major strategic documents for the Department of Defense and the Office of the Secretary of Defense. These documents include the Unified Command Plan, Guidance for Employment of the Force, Joint Strategic Capabilities Plan, quadrennial defense review, Defense Planning Guidance, and joint and Army doctrine.

ORIGIN OF PLANNING GUIDANCE

3-14. The Unified Command Plan, approved by the President, sets forth-basic guidance to all unified combatant commanders. This plan establishes their missions, responsibilities, and force structure; delineates the general AOR for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. The theater army does not plan campaigns but plans subordinate and supporting operations to the campaign plan.

3-15. From the Unified Command Plan, the Secretary of Defense provides Guidance for Employment of the Force. This guidance provides the theater army with guidance regarding security cooperation and other information and directive planning guidance from the Department of Defense.

3-16. Further guidance for theater army planning and contributions to campaign plans comes from the Joint Strategic Capabilities Plan. This plan provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. From this plan, geographic combatant commands—and therefore supporting theater armies—receive directive guidance for joint plan development. The result of the Unified Command Plan, Guidance for Employment of the Force, and Joint Strategic Capabilities Plan is the creation of the theater campaign plan.

THEATER CAMPAIGN PLAN

3-17. The theater campaign plan is the geographic combatant commander's vehicle for transitioning the theater strategy into operational objectives. The theater campaign plan provides a framework within which geographic combatant commands conduct security cooperation activities and military engagements with regional partners through cooperative security and development.

3-18. The theater campaign plan includes supporting plans from each Service and theater security cooperation activities. Theater security cooperation activities provide guidance to coordinate phase 0 (the shape phase of the six-phase joint operation construct) with components of contingency planning. Generally, the actions in phase 1 (the deter phase) build on security cooperation activities from phase 0. By conducting security cooperation activities across the AOR, theater army forces set the theater of operations.

3-19. Theater army staffs play a critical role in the theater campaign planning process. Effective planning activities include theater army staffs in operational planning teams and planning conferences. Combatant commanders use a planning order or tasking order to task theater army staffs to develop supporting plans, to participate in combatant command plan development, and to implement plans. Theater army staff participation in theater campaign plan development and implementation includes conveying Army functional equities to the combatant command and conveying combatant command equities to the Army. Theater army staff participation also includes assisting with concept design (especially tasks and activities

supporting theater-level intermediate military objectives), determining the resources required to execute identified steady-state activities, and developing a synchronization plan for these activities.

3-20. While theater campaign plans have large phases that address security cooperation, they have activities within the phases that address posture, ongoing combat operations where applicable, and the combatant command's contingency planning. These theater campaign plans set and support the theater of operations in which the theater army plays a significant role. The actions and objectives in each phase of planning affects others. Commanders carefully balance actions and objectives in one phase of planning with actions and objectives in other phases of planning. Theater campaign plans that do not integrate all these phases of planning—instead treating them as distinct and unconnected phases of planning—risk that one phase undermines another phase. Such an eventuality could have adverse consequences at both the operational and strategic levels of war.

3-21. This strategy-centric planning drives a proactive cooperative security approach to prevent conflicts from emerging in the world. Such planning adapts using contingency plans to react to deviations from the plan. A theater campaign plan intends to transition the combatant commander's theater strategy. The Army—through the theater army, major commands, and direct reporting units—plays an integral role in resourcing and sustaining security cooperation activities. The theater campaign plan identifies force and resource requirements for steady-state activities as well as likely deviations from desired steady-state activities.

3-22. Theater campaign plans are intended to accomplish the following:

- Integrate shaping activities (during steady-state activities and phase 0) directly in support of particular contingency plans with broad shaping and security cooperation activities.
- Ensure combatant commander's strategic communications fully integrate and convey clear messages to partners, friends, and adversaries.
- Connect posture changes to the Department of Defense's global and regional strategies and provide a vehicle for continuously reassessing posture needs, refining those needs, and updating the Department of Defense and regional posture plans accordingly.
- Enable the Department of Defense to synchronize all geographic combatant command theater strategies with current priorities to allocate appropriately resources addressed through branch plans (contingency plans).

Chapter 4

Setting and Supporting the Theater

Chapter 4 discusses setting and supporting the theater of operations. First, the chapter discusses setting the theater. It then covers sustainment preparation. Then the chapter details theater security cooperation. Next, the chapter discusses regionally aligned forces followed by a discussion on training. The chapter then goes into detail concerning operational contract support. The chapter concludes with a discussion of the establishment of links in support of theater operations.

SETTING THE THEATER

4-1.   Setting the theater refers to phase 0 (the shape phase) of the six-phase joint operation construct. This phase of the geographic combatant commander's theater campaign plan aims to organize and align operations, activities, events, and investments in time, space, and purpose to achieve a strategic effect rather than an operational effect. These shaping operations include joint, multinational, and interagency coordination, military engagement and security cooperation, deterrence, and other shaping or preventative activities. The Army, via the theater army, is the only Service with the capability and capacity to provide the combatant commander with most requirements for setting the theater. These requirements include sustainment preparation of the theater, theater security cooperation, and integration of operational contract support.

4-2.   The theater army plays a critical role in shaping the theater for the geographic combatant commander. Shaping alone cannot prevent conflict, but it nudges global regions away from military confrontation and increases the effect of diplomatic, informational, and economic instruments of national power. Shaping the strategic security environment improves the chance for peace around the world. It diminishes regional tensions and is therefore vital to American security interests. Each geographic combatant commander develops programs to improve regional stability and promote peace through security cooperation.

SUSTAINMENT PREPARATION

4-3.   In addition to assessing and developing infrastructure, planners prepare for sustainment support to the theater. Sustainment preparation—as part of setting the theater—identifies potential risks in terms of access, capabilities, and capacities in theater so planners can develop alternatives and mitigating measures. As part of setting the theater, planners identify and assess critical infrastructure and installation needs and then compare the results to current and programmed military construction requirements and authorities. Planners sometimes analyze required logistic support for deployment and sustainment of flexible deterrent options during sustainment preparation.

4-4.   To facilitate assessment and planning for sustainment, the theater army develops a theater logistics analysis (known as TLA in JP 4-0). In the theater logistics analysis, sustainment planners leverage all phase 0 interactions with host-nation sustainment professional counterparts during multinational exercises of sustainment planning and execution. This written analysis captures and distributes insights into the host nation's capabilities, processes, and policies as well as detailed after action reports. The theater logistics analysis provides a rough detailed country-by-country analysis of key infrastructure. It discusses infrastructure by—

- Location or installation—main operating base, forward operating site, or cooperative security location.
- Footprint projections.
- Host-nation agreements that provide logistic support the theater of operations from peace through contingency operations.

THEATER SECURITY COOPERATION

4-5.   *Security cooperation* is all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to a host nation (JP 3-22). In the theater of operations, theater security cooperation involves combatant commands working to shape regions by cooperating with partner nations. The equipment, training, and financial assistance the United States (U.S.) provides to partner nations improves their abilities to secure themselves. This assistance often improves access to key regions.

4-6.   Security cooperation communicates U.S. intent and capabilities to potential adversaries in that region. If necessary, combat-ready Army units deploy to threatened areas to conduct exercises, communicating unmistakable American intent to partners and adversaries. These are tangible effects of the Army's role in security cooperation and assistance. Other effects are less tangible. These other effects develop through face-to-face training involving American Soldiers and the soldiers of partner nations. Working together develops trust between military partners. The impression American Soldiers make upon multinational forces, local leaders, and other government agencies can produce lasting benefits. (See ADRP 3-0 and FM 3-22 for more information on shaping and security cooperation.)

4-7.   The theater army helps to shape the security environment through security cooperation activities that enable combatant commanders to assure friendly actors, establish trust, foster mutual understanding, and help partners build the capacity to defend themselves and prevent conflict.

4-8.   Security cooperation encompasses the following programs and activities:
- Security assistance.
- Foreign internal defense.
- Security force assistance.
- Security sector reform.

4-9.   Security assistance is a group of programs authorized by law by which the United States provides defense articles, military training, or defense-related services, by grant, loan, credit, or cash sales to further national policies and objectives. These policies and objectives may include rotational deployments for exercises and training, participation at Army institutional training, and senior professional military education. Security assistance is an element of security cooperation, authorized by Department of State, and administered by the Department of Defense. (See JP 3-22 for a detailed discussion of security assistance.)

4-10.   *Foreign internal defense* is participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security (JP 3-22).

4-11.   *Security force assistance* is the Department of Defense activities that contribute to unified action by the United States Government to support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3-22).

4-12.   *Security sector reform* is a comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice (JP 3-07). This program entails a whole of government approach.

4-13.   Security cooperation activities shape the security environment. These activities may include security assistance teams overseas; security force assistance efforts that build partner capacity; civil affairs support for stabilization, reconstruction, and development; foreign internal defense; counterterrorism and support to counterterrorism; and supporting efforts to counter weapons of mass destruction. Army forces perform all these activities under administrative control of the theater army.

4-14. Theater army support to security cooperation is derived from Department of Defense policy guidance. Such support to security cooperation helps the combatant commander shape the security environment to achieve mid- to long-term objectives with partners by—

- Building defense relationships that promote specific U.S. security interests.
- Developing allied and friendly military capabilities for multinational operations.
- Developing capabilities enabling the host nation to provide its own self-defense.
- Providing U.S. forces with peacetime and contingency access to host nations to prevent and deter conflict.

4-15. Desired mid- and long-term objectives result from U.S. government policy, strategic guidance, geographic combatant command assessment and planning, and Congressional guidance through statutory security assistance programs. Although these objectives create enormous security cooperation requirements in size and scope as well as involve all geographic combatant command's, security cooperation involves primarily Service activities, not joint activities. As a result, theater armies play a major role in regional security cooperation efforts.

REGIONALLY ALIGNED FORCES

4-16. Regionally aligning forces through Army force generation and assignment to the theater army supports the security cooperation function since it integrates the capabilities of conventional forces. This regional alignment enhances relationships among planning staffs while improving units' familiarity with areas in which they will most likely be employed. Army forces align with regions through command and support relationships with a theater army. This alignment enables the integration of planning and training for combatant command contingencies, focuses language and cultural training, and provides predictable and dependable capabilities to geographic combatant commanders and theater army commanders.

4-17. Regionally aligned forces provide a combatant commander with scalable, tailorable capabilities to shape the environment. These forces consist of Army units assigned to combatant commands, Army units allocated to a combatant command, and those Army distributed capabilities that are prepared by the Army for combatant command regional missions. (Figure 4-1 illustrates regional alignment of forces.)
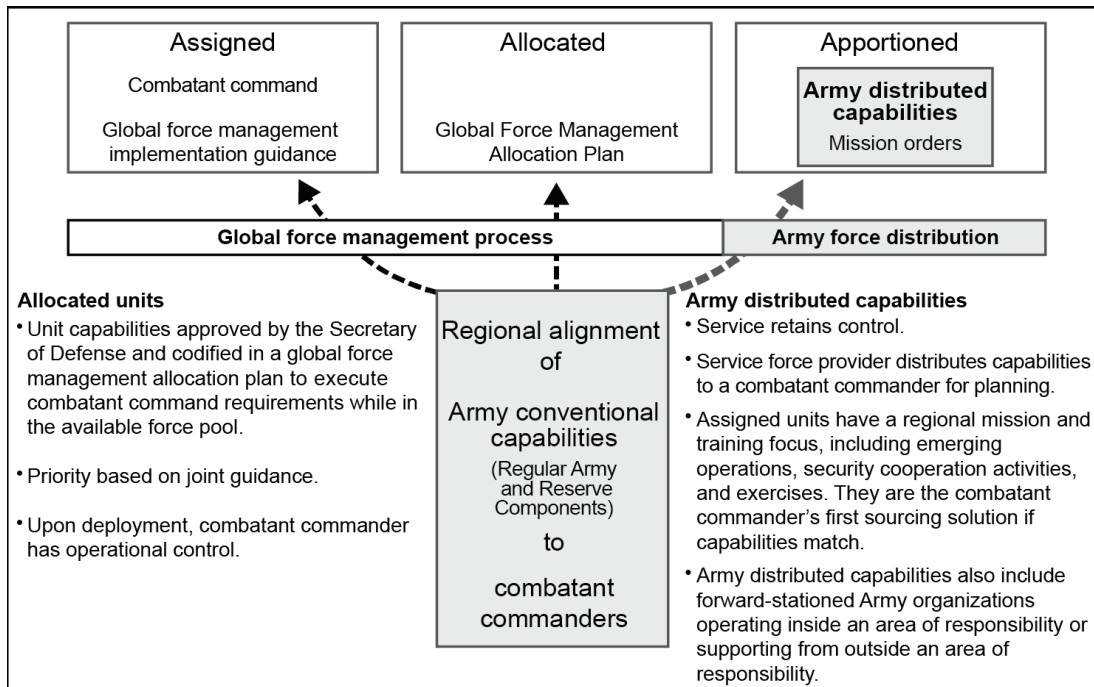
Figure 4-1. Regionally aligned forces

4-18. Regionally aligned forces include Army total force organizations and capabilities that are—
- Forward stationed.
- Operating in a combatant command area of responsibility.
- Supporting a combatant command from outside the area of responsibility, including providing reachback.
- Prepared to support a combatant command from outside the area of responsibility.

Combatant commander requirements determine regional missions for these forces. Regionally aligned units maintain proficiency in wartime fundamentals, but also possess a regional mission and training focus. This focus includes an understanding of the languages, cultures, geography, and militaries of the countries to which they most likely will deploy. Regionally aligned units impart military knowledge and skills to others. Units assist partners in developing individual and unit proficiencies in security operations at the tactical level. An effective regionally aligned unit also assists partners in developing security sector programs that professionalize and strengthen their ability to synchronize and sustain security operations.

4-19. The theater army provides a regionally oriented, long-term Army presence for military engagement, security cooperation, and deterrence. The theater army supports joint and Army forces operating in joint operations areas within the geographic combatant command's area of responsibility. Army organizations assigned to the theater army provide capabilities necessary to perform operational-level tasks, as well as to assist and augment subordinate tactical organizations.

4-20. The theater army coordinates and provides required resources to support security cooperation activities, specifically those efforts focused towards building partner capacity as directed by the combatant commander. The theater army provides the geographic combatant command with regionally aligned forces and specially trained forces competent in languages, cultures, history, governments, security force assistance, foreign internal defense, and threat knowledge in areas of potential conflict. These Army forces enable combatant commanders to shape an operational environment by developing relationships with host-nation governments and security forces. Theater armies direct the activities of theater-assigned forces and regionally aligned forces to achieve host-nation objectives.

TRAINING

4-21. The theater army is responsible for the training and readiness of all assigned and attached Army forces in the area of responsibility. The exception is those Army forces transiting the area of responsibility. The theater army—working with the geographic combatant command staff and Department of State—establishes and supports theater training facilities to support forward-stationed units. As Army units deploy to the theater, the training requirements expand rapidly.

4-22. The theater army selects, funds, and mans training centers and ranges within the joint operations area in coordination with the combatant commander and host-nation military. For a protracted campaign, the training requirements may expand exponentially. Establishment of a training base often requires housing, maintenance, life support, security, and medical support. The theater army develops the training infrastructure through combinations of host-nation support in addition to contracting, personnel, and units deployed from the Army generating force.

4-23. The theater army commander may establish a dedicated training command in addition to the pool of theater-level commands available within operating forces. A training command provides training support to the ARFOR using resources and funding provided by the theater army. If necessary, a training command may expand to support multinational force training and may transfer under the control of a multinational force headquarters.

OPERATIONAL CONTRACT SUPPORT

4-24. The theater army planners identify operational contract support requirements and capabilities within the theater of operations to ensure effective execution of contract support arrangements as required. Areas of consideration include existing in-theater contracting capability, control and supporting constructs, identification of the contracting community of interest, and augmentation. Planners also consider developing a synchronized predeployment operational tracker outlining tasks that units complete to support operations in each area of responsibility and in locations of key contracting organizations.

ESTABLISHING LINKS IN SUPPORT OF THEATER OPERATIONS

4-25. The theater army works to establish links to joint, multinational, and interagency organizations that support theater operations. These links include—

- Receiving joint, multinational, and interagency direction regarding ground activities.
- Advising the geographic combatant commander on Army capabilities.
- Establishing liaisons with joint, multinational, and interagency organizations; nongovernmental organizations; and private organizations focused on or in the theater.
- Augmenting the joint, multinational, and interagency staffs as required.
- Linking with specific joint, multinational, nongovernmental, and private organizations, and with interagency systems.
- Coordinating intelligence collection, analysis, and dissemination with other theater-focused agencies.

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Chapter 5

Setting and Supporting the Joint Operations Area

Chapter 5 discusses setting and supporting the joint operations area. First, the chapter discusses the Army presence. It then covers theater army support to the ARFOR. Then the chapter details communications and enabling capabilities. Next, the chapter discusses support to special operations forces followed by a discussion on force protection. The chapter then goes into detail concerning Army force generation. Next, it discusses sourcing mission requirements. The chapter concludes with a discussion of tailoring Army forces.

ARMY PRESENCE

5-1.   A theater army provides a regionally oriented, long-term Army presence for military engagement, security cooperation, and deterrence. A theater army also provides support to Army and joint forces operating in joint operations areas (JOAs) opened within the geographic combatant commander's (GCC's) area of responsibility (AOR). Army operational-level organizations assigned to the theater army provide theater-level capabilities necessary to perform operational-level tasks as well as to assist and augment subordinate tactical organizations. The theater army commander principally focuses on operational-level theater support involving force generation and sustainment during campaigns and joint operations. The level of capability and support required varies from one AOR to another. The theater army commander identifies the specific Army capabilities required to support the combatant commander (force generation). The theater army commander also works with other organizations to tailor assigned Army units to provide specific capabilities to the combatant command. The theater army commander then deploys those capabilities into the AOR as required. As the situation changes, the Secretary of Defense modifies those resourcing decisions (force generation) as necessary based on the combatant commander's request for forces or previously approved plans.

THEATER ARMY SUPPORT TO A JOINT OPERATIONS AREA

5-2.   The theater army provides the geographic combatant command with a collection of capabilities, functions, and command options to set and support a JOA. With the initial deployment of forces, the theater army—based on the mission variables—tailors its organization to provide the required support to joint operations. The theater army's support function has a major impact on the design and conduct of joint operations. The theater army must get the right Army forces to the right place at the right time to enable the GCC to concentrate forces and logistics to generate decisive combat power.

5-3.   The theater army becomes intimately involved with decisions concerning competing demands for limited resources. It assists the combatant command in developing support priorities, particularly those affecting other Services. To support the ARFOR, the theater army also coordinates the projection of additional required support from the continental United States (CONUS), another theater, or an intermediate staging base using air lines of communication and sea lines of communication.

5-4.   In contingency operations, upon entry into the JOA, United States forces may be either opposed or unopposed. Each contingency operation requires a different mix of forces and capabilities. The existence of little or no in-theater staging base may require that a large sustainment organization—augmented from strategic and operational-level sustainment organizations—accompany the deploying tactical unit. Synchronizing the deployment of sustainment units and supplies with deployment in combat capabilities ensures adequate resources and support.

5-5.   A theater army has administrative control (ADCON) responsibilities for Army units within the JOA, including those not under operational control (OPCON) of the theater army. As deemed appropriate, the theater army commander delegates authority to Army component commanders under OPCON of joint force commanders (JFCs) operating in the JOA to perform specified administrative tasks. An example of an appropriate delegation occurs during geographic separation between the ADCON headquarters and the intermediate tactical headquarters. The ARFOR within a JOA exercises OPCON or tactical control over all Army forces except for those providing sustainment (including medical support) or those under OPCON to other components. An example of the latter includes air and missile defense units under OPCON to the air and missile defense commander.

THEATER ARMY SUPPORT TO THE ARFOR

5-6.   The ARFOR in a JOA identifies requirements, establishes priorities of support for Army forces, and coordinates with the appropriate theater sustainment command element (either an expeditionary sustainment command or a sustainment brigade) for identified sustainment requirements. The theater army provides common-user logistics and sustainment to interagency elements and to Army, joint, and multinational forces in a JOA. For more on sustainment, see chapter 6 as well as ADRP 4-0 and FM 4-95.

5-7.   Sustainment brigades support the force using general support, direct support, or area support. Typically, Army units providing sustainment within a JOA are assigned, attached, or placed under OPCON of a theater sustainment command or, if employed, an expeditionary sustainment command. This OPCON relationship does not apply to medical units and organic brigade support battalions and companies. Normally, the expeditionary sustainment command has a command relationship with the theater sustainment command assigned to the theater army. For more information, see chapter 5 and ATP 4-90, ATP 4-93, ATP 4-94, and FM 4-95.

5-8.   An ARFOR operating in a JOA can assume responsibility for some Army support to other Services and executive agent responsibilities by exception and at the direction of the JFC. In such cases, the ARFOR, or one of its subordinate commands, assumes OPCON of the units responsible for taking control of the selected responsibility. An example of Army support to other Services and Army executive agent responsibilities possibly assigned to the ARFOR in the JOA includes detainee operations. (See appendix B for executive agent responsibilities.)

5-9.   Within the JOA, the theater army provides operational-level theater support involving sustainment and force generation during campaigns. Functions performed generally fit the following classifications:
- Supply.
- Maintenance.
- Distribution.
- Transportation.
- Health services.
- Communications.
- Civil affairs.

5-10.   Army commanders of joint task forces receive ADCON authority from the theater army commander for Service-specific requirements. This authority forms a hierarchy for Army support to deployed forces without implying a command relationship. For example, theater army commanders may establish centers in the area of operations to train individual replacements, complete collective training, provide theater orientation and theater acclimation, and manage force modernization of Army forces prior to their employment by the JFC in the JOA.

COMMUNICATIONS

5-11.   The theater army has two contributions to joint command and control in the JOA. First, it establishes, maintains, and defends the communications and network architecture to support Army and joint forces operating within the JOA. Second, the theater army maintains connectivity between land-based forces and the rest of the AOR. The theater army is designated as the Department of Defense executive agent for

theater communications and network architecture. The theater army executes these executive agent responsibilities primarily through a signal command (theater) assigned to support the AOR.

5-12. The theater army headquarters has no organic signal capability. It depends on a signal command (theater) for all network and signal capabilities, including joint network node or command post node elements to support for the contingency command post when it deploys. The theater army requires a theater signal command or brigade for connectivity to all LandWarNet defense information services. Such services include establishing and operating the theater network architecture to support theater army headquarters and all Army and joint forces operating within the AOR. Digital liaison detachments that provide liaison with multinational headquarters or partners during operations and exercises receive network support from expeditionary signal teams, if required.

5-13. Signal command theaters provide network and information systems support for all Army operations. Signal command theaters that support theaters outside the continental United States (OCONUS) are typically under OPCON to the theater army or Army Service component command (ASCC). The signal command theater commander is dual-hatted as the theater army or ASCC G-6. The signal command theater supporting CONUS-based ASCCs, Army commands, and direct reporting units are assigned to a network command and are not under OPCON to USARNORTH.

5-14. A network command accomplishes its mission through five signal commands (theater). Two network commands are Regular Army and Service assigned to a network command. The remaining three are Reserve Components, one assigned to USARPAC and two others, (one Provisional) assigned to ARCENT.

5-15. Signal command theaters plan, engineer, install, operate, maintain, and defend communications and information systems in support of theater army headquarters, subordinate Army units, and as required, to joint and multinational organizations throughout the GCC's AOR. While the signal command theaters are not deployable, they can deploy various capabilities to support specific mission requirements. Signal command theaters have one or more assigned theater network operations and security centers (known as TNOSCs), which serve as the operational arm for network operations. The theater network operations and security centers are under OPCON to Army Cyber Command for day-to-day defense of the Army's portion of the Global Information Grid.

5-16. The signal command theater accomplishes its mission over theater signal organizations that are either Service assigned to or in direct support of the signal command. These theater signal organizations can include deployable formations such as theater tactical signal brigades with their associated expeditionary signal battalions, combat camera assets, and tactical installation and networking companies. Nondeploying structures include theater strategic signal brigades with their associated network enterprise centers (CONUS) or strategic signal battalions (OCONUS), fixed satellite communications facilities, and a host of other strategic capabilities. Though nondeploying by design, these organizations can (based on mission requirements) deploy personnel with specific technical skills to support ongoing operations.

5-17. Theater tactical signal brigades and expeditionary signal battalions are the Army's signal formations specifically designed for deployment. A theater tactical signal brigade provides detailed planning, engineering, installation, maintenance, and defense of tactical networks. This brigade either can augment the division or corps G-6 or a J-6, or can oversee one or more expeditionary signal battalions in large-scale operations. Through all phases of an operation, expeditionary signal battalions support deployable Army forces that have no organic capability to access theater network systems and services. Expeditionary signal battalions may augment network operations capabilities organic to Army corps, divisions, brigade combat teams, and multifunctional support brigade headquarters. These battalions can also provide support to other Service component or multinational headquarters as required. Although expeditionary signal battalions are typically assigned to a theater tactical signal brigade, they may be assigned or attached to other higher-level organizations. Expeditionary signal battalions provide line-of-sight and beyond-line-of-sight communication links and network operations capabilities to extend information services to supported headquarters.

5-18. Theater strategic signal brigades and their subordinate strategic signal battalions or network enterprise centers provide the theater strategic signal capability. Theater strategic signal brigades plan, engineer, install, operate, maintain, and defend the Army portion of the strategic communications backbone in the form of terrestrial and satellite radio links and cable systems. Army camps, posts, and stations

manage information at network commands. Network enterprise centers (CONUS) or strategic signal battalions (OCONUS) serve as the designated providers of baseline services to Army and other government agencies. The network enterprise center or strategic signal battalion at each installation functions as part of the larger Army global network enterprise while remaining responsive to customer needs. Network enterprise centers and strategic signal battalions support mission command of operating forces and the generating force engaged in operations. Their support comes through a transparent delivery of LandWarNet capabilities, including secure and nonsecure fixed voice communications, wireless voice, data and video connectivity services, and video conferencing services (not including desktop video teleconferencing collaboration). Network enterprise centers and strategic signal battalions provide telecommunications infrastructure support, collaboration and messaging services, application and Web-hosting services, and desktop management support. Desktop management support includes service desk operations, continuity of operations, and disaster recovery services.

5-19. The cyber protection brigade is composed of its headquarters and combat elements. The elements—cyber protection teams and the cyber readiness inspection activity—actively defend key elements of network-enabling joint and Service missions and perform command cyber readiness inspections. The cyber protection team is one part of a larger joint cyber mission force manned by Regular Army, Army National Guard, and Reserve personnel. The cyber mission force conducts offensive and defensive operations in the cyberspace domain (the other domains being air, land, maritime, and space).

5-20. Army forces establish and maintain networks to support Army operations and to participate in airspace control and theater missile defense in assigned areas. The theater army enables throughput of messages in the United States message text format (known as USMTF) between joint and other component information systems. The theater army maintains Global Command and Control System-Army (known as GCCS-A) connectivity with Global Command and Control System-Joint (known as GCCS-J) connectivity. The resulting connectivity shares the Army ground common tactical picture with the joint common operational picture as well as enables receiving the common operational picture throughout the deployed Army air-ground system. The theater army maintains connectivity of the air picture with an air defense systems integrator, data links, and a multi-tactical data link network in support of unified land operations. Additionally, the battlefield coordination detachment—located at the standing theater joint air operations center—must maintain Army Battle Command System connectivity (through portals) to and from the ASCC or other designated ARFOR at all times. The battlefield coordination detachment uses the United States message text format to submit Army requirements and to receive the daily air tasking order or airspace control order digitally.

THEATER ARMY ENABLING CAPABILITIES

5-21. The theater army provides several enabling capabilities:
- The Assistant Secretary of the Army for Acquisition, Logistics, and Technology.
- The theater military intelligence brigade.
- Civil affairs planning teams.
- A theater aviation command.
- The AAMDC.
- The theater engineer command.
- A battlefield coordination detachment.

5-22. The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA[ALT]) provides forward support to unified land operations. The forward operations team is an ad hoc, specialized, adaptable, and deployable team formed from ASA(ALT) staff augmentation to the theater army or field army and the designated ARFOR. This team coordinates and integrates various program executive office and program management elements within the supported theater of operations. This team plans, integrates, and synchronizes the program executive office's and program management's fielding strategies with the ARFOR, the gaining unit, and the supporting Army field support brigade. The forward operations team also assists the supporting Army field support brigade commander and staff to synchronize USAMC national-level provider support with acquisition, logistics, and technology systems support within its designated support area. The ASA(ALT), individual program executive offices, and program management retain

command and technical coordination authority over their deployed program executive office and program management elements. The deployed forward operations team assists the ASA(ALT), individual program executive offices, and program management's retained command to coordinate in-theater ASA(ALT) systems support actions during major operations. (See ATP 4-70 for additional information on the Assistant Secretary of the Army for Acquisition, Logistics, and Technology.)

5-23. The theater military intelligence (MI) brigade provides regionally focused collection and analysis in support of the theater army daily operational requirements and contingency operations. In particular, the theater army headquarters relies heavily on the MI brigade for threat characteristics, threat models, threat templates, intelligence estimates, targeting support, and fused intelligence products. The theater army uses these products to support its planning requirements—such as maintaining operation plans and concept plans—and to develop Army supporting plans for the GCC's theater campaign plan. Theater MI brigades are assigned to INSCOM and routinely formed under OPCON to the theater army or under OPCON to the ASCC to a regional combatant command.

5-24. Civil affairs planning teams from the theater-aligned civil affairs command, civil affairs brigade, or civil affairs battalion augment the geographic combatant command, ASCC, and joint force land component staffs. These teams provide liaison, coordination, education, training, and area assessment functions. Civil affairs augmentation elements are normally attached to the headquarters they are dispatched to support.

5-25. A theater aviation command provides air traffic service, airfield management, aeromedical evacuation, theater aviation support, and coordination of aviation staging and onward movement that support corps, Army, or joint operations in theater. The theater aviation command establishes a senior aviation commander responsible for all theater-level aviation missions who reports directly to the theater headquarters.

5-26. The AAMDC is under OPCON to the ASCC supporting a combatant commander. The AAMDC may be further placed under OPCON to the deployed commander of Army forces tasked to support a JFC or joint forces land component commander (known as JFLCC). The AAMDC also supports the area air defense commander for air and missile defense operations. Other Army air defense artillery units in the AOR are normally assigned, attached, or placed under OPCON of the AAMDC. The AAMDC and air defense artillery brigade locate air defense artillery fire control officers between Army land-based air and missile defense fire direction centers and the joint controlling authority. These officers coordinate and deconflict upper-tier ballistic missile engagements and lower-tier engagements of ballistic missiles, air-surface missiles, and air breathing threats.

5-27. A theater engineer command typically serves as the senior engineer headquarters for a theater army, land component headquarters, or potentially a joint task force. This engineer command provides control of all assigned or attached engineer brigades and other engineer units for the theater army commander or joint forces land component commander. When directed, a theater engineer command may also have oversight of engineers from other Services, multinational forces, and contracted construction engineers. The command provides peacetime training and support of military engagement for its supported combatant commander.

5-28. The theater army maintains a permanent battlefield coordination detachment at the theater joint force air component command or Air Force forces air operations center. This battlefield coordination detachment is assigned to the theater ASCC and is pre-positioned to integrate and train with the joint air operations center. The battlefield coordination detachment maintains an AOR-wide perspective for potential plans and operations to employ Army ground forces during phase 0 of the six-phase joint operation construct. The battlefield coordination detachment supports the designated commander of Army forces tasked to support a subordinate JFC. When properly augmented, the battlefield coordination detachment may support the designated joint forces land component commander.

SUPPORT TO SPECIAL OPERATIONS FORCES

5-29. The theater army supports special operations forces (SOF). Normally, SOF facilitate mission command within the SOF chain of command; however, a command or support relationship for SOF depends on specific objectives, security requirements, and an operational environment.

5-30. The theater special operations command (TSOC) is the joint special operations command through which the geographic combatant command normally exercises OPCON of SOF located in the AOR. The TSOC commander is also the permanent theater of operations joint force special operations component commander. The TSOC commander is the principal special operations advisor to the GCC. The TSOC is a subordinate command of a combatant command or a functional component command of another permanent joint command.

5-31. Army special operations forces (ARSOF) normally operate as a component, and under the control, of the TSOC. ARSOF often provide a special operations command and control element to complete liaison with the ARFOR and possibly with the theater army.

5-32. The geographic combatant command supports SOF within its AOR; therefore, the theater army has responsibility for providing sustainment support to SOF regardless of the organizational structure. The ARSOF logistics planners identify the support requirements during planning. The ASCC also identifies the logistics shortfalls and includes them in the GCC's risk assessment. If the ASCC cannot support ARSOF, the ASCC must raise the shortfall to the supported geographic combatant command for resolution.

5-33. The theater-aligned theater sustainment command has overall responsibility for sustainment support. As with conventional forces, the theater army may execute this responsibility through an expeditionary sustainment command or a sustainment brigade. Special operations sustainment planners within the theater army concentrate on initial entry, building and integration, and redeployment. For initial entry, planners determine the type of sustainment required, the number of days of accompanying supplies based on the time-phased force and deployment list, and the ARSOF basing needs. For buildup and integration, planners coordinate and integrate ARSOF logistics with the theater of operations support system both before closing the time-phased force and deployment list and while the list continues to mature. In some cases, the theater of operations logistics infrastructure never achieves full maturity. For redeployment, planners focus on meeting support requirements. As units start the redeployment phase, the ASCC ensures the remaining support units are tailored (by the host nation or contract support) to meet stay-behind ARSOF support requirements.

5-34. Each sustainment operation requires mission-specific analysis that develops a tailored sustainment force. Joint, interagency, intergovernmental, and multinational activities add complexity to the sustainment system. Because of geographic location, SOF sometimes conduct operations outside the area of operations in which support is established.

5-35. Conventional logistic support organizations and procedures are usually adequate for ARSOF requirements. Standard procedures exist to address the few ARSOF-peculiar requirements. The ASCC provides reception, staging, onward movement, and integration (known as RSOI), follow-on support, and follow-on sustainment of Army forces, including ARSOF. In phase 0 operations when no ASCC forces are in the area of operations, the sustainment brigade special operations (airborne) conducts initial entry or reception, staging, onward movement, and integration operations. The ASCC also provides support to Army forces in intermediate staging bases. Some ARSOF differences affect the type of support required for sustainment as well as reception, staging, onward movement, and integration operations. For instance, forward-deployed ARSOF units are usually in isolated and austere locations. With such a location, distribution is the key consideration. SOF prepare to coordinate logistic support through contingency contracting or acquisition and cross-servicing agreements. Another instance that affects support required stems from special equipment. ARSOF equipment differs from most Army equipment. However, organic ARSOF assets can maintain most Army equipment without complications.

5-36. The TSOC tasks missions to ARSOF. The TSOC works closely with the combatant command staff and the ASCC to articulate the ARSOF requirements. The geographic combatant command establishes priorities and allocates available resources to ARSOF to accomplish each mission. The ASCC develops the AOR support plan, which includes sustainment of ARSOF by the AOR logistics organizations. The TSOC then monitors ARSOF sustainment. (See ADRP 3-05 for details on the AOR support plan and SOF.)

5-37. The TSOC, ARSOF liaison element, and ARSOF sustainment cell logisticians coordinate with the ASCC. Together they develop plans and subsequent orders to implement directives the ASCC issues to support the ARSOF assigned to the combatant command. The TSOC advises the ASCC commander on the

appropriate command and support relationships for each ARSOF mission. The ARSOF liaison element keeps USASOC informed of the status of ASCC's supporting plans.

FORCE PROTECTION

5-38. The theater army coordinates force protection for all forces, installations, and operating bases across the JOA. When so tasked, the theater army typically resources the force protection requirements to support Army forces in theater. The theater army also resources the force protection requirements to support joint forces, multinational forces, and any designated theater army support area or joint security area. In high-threat environments, the JFC may designate a joint security coordinator to focus on joint security operations within a joint security area. Under these circumstances, the JFC normally designates a component commander with the appropriate capabilities and force structure to perform this function. Sometimes the JFC designates the theater army commander as the joint security coordinator responsible for the joint security area. (See JP 3-10 for more information.)

5-39. If designated the joint security coordinator, the theater army commander coordinates the overall security of the joint security areas aligning with JFC directives and priorities. The joint security coordinator coordinates with appropriate commanders on security issues to facilitate sustainment, host-nation support, infrastructure development and protection, and movements of the joint force. In this capacity, the theater army assists commanders to establish reliable intelligence support and to practice terrain management within their operational areas while meeting security requirements. The theater army also establishes secure and survivable communications with all forces and commands operating in or transiting joint security areas.

5-40. The theater army protection cell (with augmented joint, interagency, and multinational forces) provides the nucleus of the joint security coordination center. The joint security coordination center serves as the full-time centralized planning, coordinating, monitoring, advising, and directing agency for operational area joint security operations. It coordinates with other elements on the joint security coordinator staff; with higher, lower, and adjacent command staffs; and with host-nation and partner command staffs.

FORCE GENERATION

5-41. Force generation is the process by which the Army achieves the required mix of tailorable and networked organizations, operating on a rotational cycle to provide a sustained flow of trained and ready forces to meet the requirements of geographical combatant commanders. The force generation process for the JFC in a JOA ensures the Army is responsive to the requirements for additional or specialized land forces.

5-42. To request Army forces, the JFC in the JOA identifies capability requirements for land operations and submits requests for forces through two channels. The JFC first submits the request for forces for validation through the GCC to the Joint Chiefs of Staff. The JFC submits the same request for forces through the ARFOR to the supporting theater army. The ARFOR notifies the Department of the Army and FORSCOM that the request for forces has been submitted to the Joint Chiefs of Staff for validation. Once the Joint Chiefs of Staff validates the request for forces, the Joint Chiefs of Staff tasks the Department of the Army to provide (or source) the unit to the JFC in the JOA. Headquarters, Department of the Army then tasks FORSCOM to source the requirement, mobilize the requirement, and deploy it. Under current policy, the Secretary of Defense signs all unit deployment orders.

SOURCING MISSION REQUIREMENTS

5-43. The theater army sources mission requirements, which typically arrive as requests for forces. Sourcing validated requests for forces entails focusing each rotational unit against future missions as early as possible and assigning each unit to a specific mission requirement. Forces assigned and allocated to the theater army are nominated against a specific mission requirement (operations in a JOA) via the global force management process. Rotational Regular Army and Reserve Component brigade combat teams, multifunctional and functional support brigades, echelons above brigade, and sustainment units are

assigned as a deployment expeditionary force or a contingency expeditionary force to balance the need for unit operational deployments with the need to accomplish strategic contingency missions.

5-44. FORSCOM trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces. It provides relevant and ready landpower to combatant commanders and theater army commanders in defense of the nation both at home and abroad. FORSCOM serves as an Army force provider in the global force management process. It recommends sourcing solutions for the generating force's capabilities that match combatant commander capabilities requirements. FORSCOM configures assigned operational Army forces for employment and prepares them for a specific operational environment and mission to which they will be employed. This preparation includes planning and executing mission readiness exercises and mission rehearsal exercises. FORSCOM also provides those Army forces with maintenance and employment of an exportable training capability.

5-45. Units in the Army force generation train/ready force pool increase training readiness and capabilities to meet established readiness goals. The deputy chief of staff, G-3/5/7 (operations and plans)—supported by the Army staff, Army commands, theater armies, and direct reporting units—prioritizes Army resources as part of the sourcing process. The deputy chief of staff categorizes resources by manning, equipping, sustaining, funding, infrastructure, and training support requirements identified by units. The deputy chief of staff strives to ensure units properly align resources to meet readiness goals.

5-46. Commanders and units in the train/ready force pool prepare to meet readiness goals. Commanders must ensure the continuous medical and dental processing and readiness of all Soldiers assigned. Units in the train/ready force pool perform the following:

- Perform individual and collective training tasks.
- Complete professional military education.
- Conduct mission analysis to identify personnel and equipment capability shortfalls to meet theater army requirements.
- Receive new personnel and equipment.
- Provide institutional support.
- Conduct mission rehearsal exercises.
- Perform other activities as directed.

5-47. Units in the train/ready force pool provide depth by retaining the capability to perform decisive action (offensive, defensive, stability, and defense support of civil authorities tasks) or respond to theater army and geographic combatant command security cooperation requirements.

TAILORING ARMY FORCES

5-48. Once the theater army sources mission requirements and allocates forces, the gaining theater army tailors modular Army forces for employment in the JOA. Tailoring the force alters the command relationships established for the force. The theater army commander, working for the GCC, determines the mix of forces and capabilities (to include headquarters) required for a campaign. The theater army commander makes this determination as part of the joint deliberate planning process or because of crisis action planning. Based on the GCC's request for forces, FORSCOM, a direct reporting unit, or another supporting theater army detaches the appropriate forces to the gaining theater army. The gaining theater army modifies the existing assignment relationships (when required) by attaching or placing under OPCON of Army forces to one of the following:

- Theater-level command—such as a theater sustainment command or an Army air and missile defense command.
- Corps.
- Division.
- Brigade.

In unusual circumstances, brigades entering into a JOA can also be attached or placed under OPCON to an available corps headquarters acting as a joint force land component command, an ARFOR, or a tactical headquarters.

5-49. Unless modified by a transfer of responsibility agreement, ADCON of Army forces passes to the gaining theater army, then to the headquarters of attachment during force tailoring as specified. Figure 5-1 uses a hypothetical situation to show the effects tailoring potentially changes in the organization of a modular brigade. USARPAC is the gaining theater army in this example. USARPAC receives the 3d Division, which deploys with its attached fires brigade—the 75th Fires Brigade—as part of a deployment expeditionary force. Before it deployed, the 75th Fires Brigade consisted of two multiple launch rocket system (MLRS) battalions—the 4-19th Field Artillery (FA) and the 3-34th FA—and one 155mm battalion, the 5-32d FA. For this campaign, the 3d Division commander requires less MLRS capability but more supporting cannon fire. Therefore, the USARPAC commander requests additional cannon battalions and directs the detachment of the MLRS battalion. The 1-32d FA (155mm SP [self-propelled]) attaches to the 75th Fires Brigade while simultaneously detaching the 4-19th FA (MLRS) to another fires brigade in CONUS. FORSCOM decides to which CONUS-based fires brigade to attach the detached MLRS unit. As tailored, the 75th Fires Brigade has a command relationship over the 1-32d FA, 5-32d FA, and 3-34th FA battalions. The tailored 75th Fires Brigade is in turn attached to the 3d Division that has the doctrinal ADCON and operational authorities associated with that command relationship.
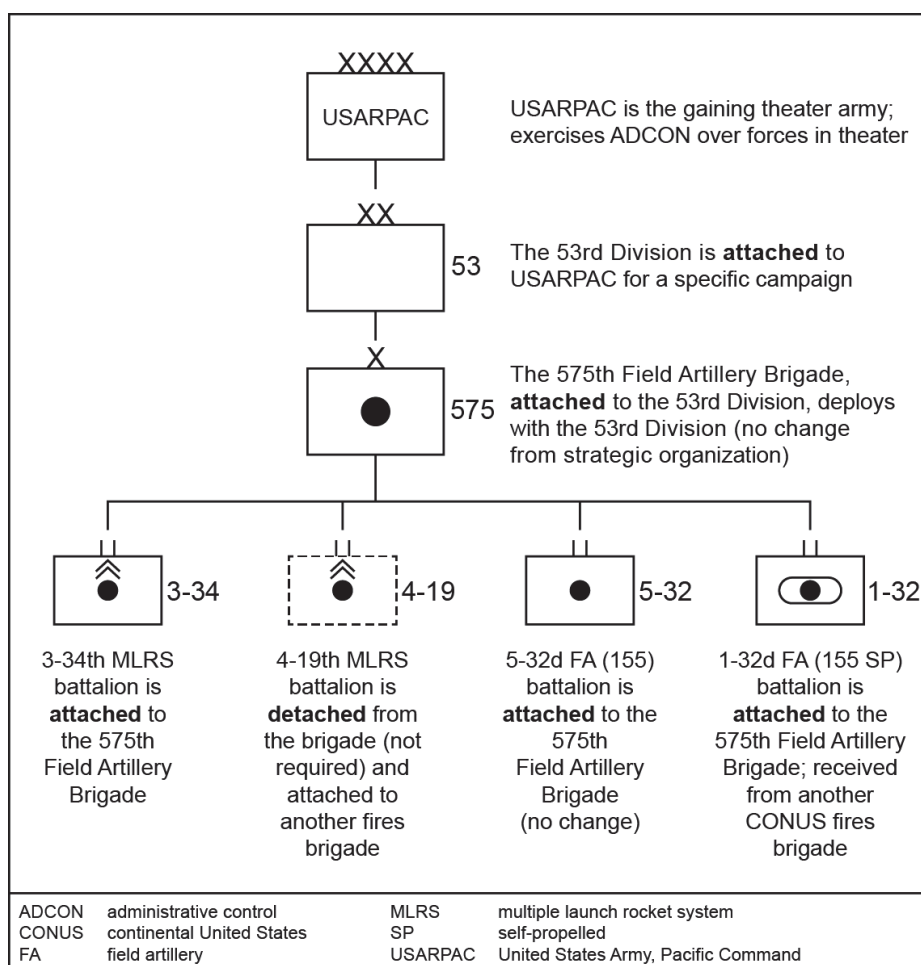
Figure 5-1. Example of force tailoring

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Chapter 6

Sustainment Support

Chapter 6 discusses sustainment support. First, the chapter discusses sustainment support within the theater. It then covers common-user logistics. Then the chapter details the theater sustainment command and expeditionary sustainment command. It then discusses Army field support brigades. Next, the chapter discusses Army contracting command. The chapter then goes into detail concerning medical support. Lastly, it discusses reception, staging, onward movement, and integration and their effects on multinational operations.

SUSTAINMENT SUPPORT WITHIN THE THEATER

6-1.   The sustainment concept of support heavily influences command and support relationships among the theater army, forces operating in the area of responsibility, the ARFOR in the joint operations area (JOA), and the supporting expeditionary sustainment command or sustainment brigades deployed within the JOA. The sustainment of operations across all phases of joint operations (phases 0-5 of the six-phase joint operation construct) requires close coordination and collaboration with other Services, multinational partners, the host nation, other government agencies, and nongovernmental organizations.

6-2.   The theater army G-4 controls logistics requirements for the Army's theater-committed forces. The theater army controls the theater sustainment command (TSC) that can employ an expeditionary sustainment command (ESC) in the theater of operations. The TSC or ESC control logistics operations through the G-4 (for internal requirements) and the support operations officer (for external requirements). The support operations officer controls the distribution management center in which staffs coordinate support requirements. The sustainment brigade coordinates logistic support with the support operations officer.

6-3.   The theater army G-4 section coordinates logistics requirements with the geographic combatant command J-4. The J-4 uses the joint logistics operations center and joint deployment and distribution operations center for planning, preparing, and executing logistics operations. The joint deployment and distribution operations center is an organization under the geographic combatant command J-4. It works to synchronize and integrate strategic requirements. The J-4 can retain control of the joint deployment and distribution operations center or position it within the ARFOR TSC in cases where the Army is the lead Service for logistics. Figure 6-1 on page 6-2 illustrates sustainment units in relation to a notional theater structure. (For more information on the TSC and ESC, see ATP 4-94.)

COMMON-USER LOGISTICS

6-4.   *Common-user logistics* are materiel or service support shared with or provided by two or more Services, Department of Defense agencies, or multinational partners to another Service, Department of Defense agency, non-Department of Defense agency, and/or multinational partner in an operation (JP 4-09). Title 10 authorizes a geographic combatant commander (GCC) to designate a Service (usually the dominant user or most capable Service) to provide common-user logistics for the entire theater, areas within a theater, or specific operations. The GCC frequently tasks the Army component of a joint force to provide sustainment support to other Service components. Sometimes the GCC tasks the Army component to provide specific support to multinational commands or other agencies.
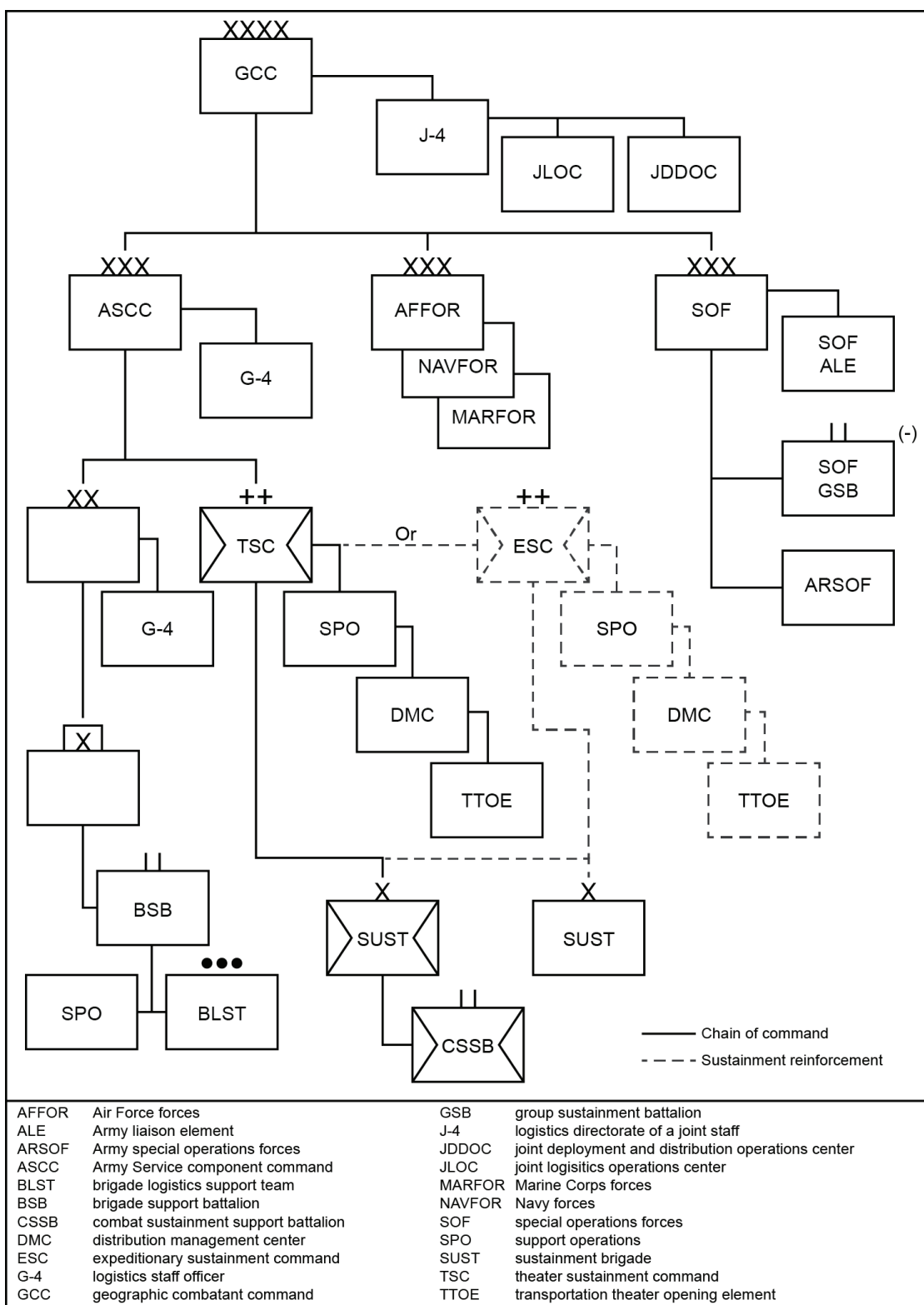
Figure 6-1. Sustainment structure in support of a notional theater

AFFOR	Air Force forces	GSB	group sustainment battalion
ALE	Army liaison element	J-4	logistics directorate of a joint staff
ARSOF	Army special operations forces	JDDOC	joint deployment and distribution operations center
ASCC	Army Service component command	JLOC	joint logistics operations center
BLST	brigade logistics support team	MARFOR	Marine Corps forces
BSB	brigade support battalion	NAVFOR	Navy forces
CSSB	combat sustainment support battalion	SOF	special operations forces
DMC	distribution management center	SPO	support operations
ESC	expeditionary sustainment command	SUST	sustainment brigade
G-4	logistics staff officer	TSC	theater sustainment command
GCC	geographic combatant command	TTOE	transportation theater opening element

6-5.   The GCC may task the Army component of a joint force with the following responsibilities:

- Wartime Classes I, II, III (B), IV, and IX in-theater receipt, storage, and issue.
- Medical evacuation on the battlefield.
- Transportation engineering for highway movements.
- Financial management, banking operations, cash management, and currency support.
- Chemical ammunition support.
- Airdrop equipment and systems.
- Billeting, medical, and food service support for transient personnel during other than unit moves.

6-6.   When the GCC tasks an Army component of a joint force with a responsibility, it involves funding and distribution. For example, the Army provides management of overland petroleum support to United States land-based forces of all Department of Defense components. To ensure wartime support, the Army funds and maintains tactical storage and distribution systems to supplement existing fixed facilities. The Army oversees inland distribution during wartime to include providing the necessary force structure to construct, operate, and maintain an inland petroleum distribution system. In an undeveloped theater, this responsibility also includes providing a system that transports bulk petroleum inland from the high-water mark of the designated ocean beach.

6-7.   Directive authority for logistics is an additional authority that combatant commanders use to eliminate duplicated or overlapped sustainment responsibilities. The theater army coordinates with the combatant command staff to determine joint sustainment requirements, identify responsibilities, and provide control of sustainment. The combatant commander uses this directive authority to assign lead Service responsibilities and to make other special arrangements such as assigning common-user support or common-user logistics to a Service or agency. This authority includes peacetime measures to ensure the effective execution of approved operation plans, effectiveness and economy of operations, prevention or elimination of unnecessary duplication of facilities, and overlapping of functions among the Service component commands. (See JP 1 for a discussion on directive authority for logistics.)

6-8.   Directive authority for logistics, like other combatant command authorities, cannot be delegated or transferred. However, the combatant commander may assign the responsibility for planning, executing, or managing as many common support capabilities to a subordinate joint force commander (JFC) or Service component commander as required to accomplish a subordinate JFC's or Service component commander's mission. For some commodities or support services common to two or more Services, the Secretary of Defense or the Deputy Secretary of Defense may designate one provider as the executive agent.

6-9.   The combatant commander formally delineates assigned responsibilities by function and scope to the subordinate JFC or Service component commander. When exercising this option, the combatant commander specifies the control and tasking authorities bestowed on the subordinate joint command for logistics, as well as the command relationships it will have with the Service components.

THEATER SUSTAINMENT COMMAND AND EXPEDITIONARY SUSTAINMENT COMMAND

6-10. The TSC or ESC is the senior Army logistics headquarters in the theater. It plans, coordinates, and resources all Army or lead Service logistics requirements, prioritizes requirements, and synchronizes distribution throughout the theater. A successful TSC relies on its ability to leverage and synchronize support from joint and strategic partners such as the USTRANSCOM, the Defense Logistics Agency, the General Services Administration, and the USAMC. A TSC is part of an integrated network. It links to both joint and Army logistics networks for logistics focus and command functions.

6-11. Sustainment commanders and staffs (logisticians, medical, and personnel services) develop theater concept of support plans, which ensure that Army forces are sustained throughout all phases of an operation. They develop these plans in close coordination with the Army Service component command and the geographic combatant command to ensure that the theater army can sustain all forces with the GCC's priorities.

6-12. The sustainment concept of support is a distribution-based form of logistics designed to maximize and prioritize the throughput of forces, supplies, and sustainment materiel from the port of debarkation to the unit. The sustainment concept of support is based on three principles:

- Theater-wide distribution.
- A single logistics chain of command.
- Support on an area basis.

Together these principles allow the Army to bypass prior echelons of support, reduce material handling, and expedite delivery of supplies to the warfighting unit.

THEATER-WIDE DISTRIBUTION

6-13. Theater-wide distribution is a method for executing the flow of equipment, personnel, and materials within theater to meet the combatant commander's requirements. It is enabled by a distribution management system. *Distribution management* is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and financial) and the sustainment warfighting function (logistics, personnel services, and health service support) to achieve responsive support to operational requirements (ATP 4-0.1). A distribution management center centrally oversees distribution management functions at a TSC or ESC thus reducing redundant materiel management layers and employing a theater-wide view of resources.

6-14. According to theater army support priorities, the distribution management center provides direction for receiving, storing, and issuing theater stocks. This center minimizes the logistics footprint and reduces stockpiles at every echelon. When required stocks are not available or stock replenishment is required, the distribution management center passes requirements to the appropriate national inventory control point in the continental United States.

6-15. Materiel requisitions flow from the requesting unit directly to supply support activity, ensuring responsiveness to command needs. The supply support activity sends these requisitions to a corps or theater automated data processing service center where the TSC has visibility. This requisition process allows the TSC to reach across theater-wide resources and capabilities to satisfy ARFOR requirements.

SINGLE LOGISTICS CHAIN OF COMMAND

6-16. Sustainment resides in the TSC, ESC, medical command (deployable support), sustainment brigades, and combat sustainment support battalion headquarters. Functional sustainment units conduct sustainment. At each echelon, logistics information systems coupled with mission command systems capture sustainment requirements to produce a theater sustainment common operational picture. This common operational picture enables sustainment commanders to manage and prioritize supply stocks, distribution assets, and medical assets. The sustainment command relationship aims to maximize sustainment support throughout the entire theater of operations.

6-17. Centralized sustainment means that planning and coordination for sustainment covering the area of responsibility (AOR) occurs at the TSC or ESC level. The decentralized execution of sustainment operations are performed by the sustainment brigade, brigade combat teams, and brigade support battalions. Centralized sustainment supports the theater army commander by ensuring a continuity of sustainment support to operations across the AOR. Centralized sustainment instills confidence in supported commanders at all levels that the concept of support and supporting plans will enable the theater army commander to attain the objectives. The theater army commander attains the objectives by coordinating continuously, maintaining a common operation picture, attending battlefield update briefings, and attending commanders' conferences of both the supported commander and their own higher headquarters (or sending appropriate command representation).

6-18. Centralized sustainment maximizes three main responsibilities with which the TSC and ESC are charged: theater opening, theater distribution, and theater sustainment within an assigned AOR or JOA. Materiel and distribution management ensure that staff execute these responsibilities efficiently and according to the commander's intent and priorities. The S-4, G-4, and J-4 staffs—and support operations

offices at each sustainment level—ensure a seamless coordination effort to synchronize logistics, personnel services, and health service support operations.

6-19. Forces allocated to the TSC—including the ESC, sustainment brigades, battalions, and companies—are normally attached. The TSC is responsible for task-organizing forces, establishing command relationships and priorities of support, and allocating resources, as necessary, to support mission requirements. In almost all instances, companies and battalions will be further attached to subordinate sustainment headquarters during employment. The command relationship between the theater army and TSC is assigned.

6-20. The typical relationship between TSC organizations and supported forces is direct support and general support. However, under certain conditions of the mission variables, tactical control or operational control (OPCON) may be appropriate. Regardless of the formal command relationship, the TSC exercises its command function and maintains situational awareness through reporting enabled by automated logistics systems, and other mechanisms as established by the geographic combatant command or the theater army.

6-21. Under centralized sustainment command, the TSC or ESC supports the GCC or ARFOR commander. The TSC or ESC ensures that all actions throughout the theater of war—for which the TSC or ESC is responsible—continually support unified action and reinforce the commander's intent. Commanders at all levels ensure that the supported commander has confidence in the concept of support and that supporting plans enable the supported commanders to attain the objectives. (See FM 4-95 for more information.)

SUPPORT ON AN AREA BASIS

6-22. The use of modular forces has enhanced the use of split-based operations and enabled the theater army commander to tailor the size of the required support structure during operations. Using modular forces requires a sustainment structure in which sustainment organizations no longer operate along defined boundaries, but rather are guided by the mission variables. This new structure enables one sustainment element to provide support to more than one command in the JOA and more than one sustainment element to provide support to forces belonging to a single command.

6-23. If more than one command is supported by one sustainment element, the ARFOR in the JOA establishes the priority of support and ensures that the staff updates the sustainment element as priorities change. When more than one sustainment element providing support to forces belongs to a single command, the supported command coordinates and requests support through only one of the sustainment elements, which then informs the TSC or ESC to avoid duplication of support requests. (See FM 4-95 for more information.)

ARMY FIELD SUPPORT BRIGADES

6-24. Army field support brigades regionally align with the theater army and serve as the Army Sustainment Command's bridge between national-level provider capabilities and the operational Army. Major capabilities they bring to theater army include synchronization of systems support, contracting services, logistics synchronization in support of force generation, Army prepositioned stocks, theater support, materiel management, and the logistics civil augmentation program.

6-25. When deployed in support of contingency operations, and when directed by their higher echelon, the Army field support brigade normally is under the OPCON of the supported theater army. This OPCON authority is normally delegated to the TSC or ESC as appropriate.

ARMY CONTRACTING COMMAND

6-26. The Army Contracting Command is a major subordinate command within the USAMC. This command provides theater support contracting services to deployed Army forces. It also provides systems contracting support to Army program executive officers and program managers, including the executive director of the logistics civil augmentation program. Additionally, this command supplies contracting services to garrison operations through its two subordinate commands: the Expeditionary Contracting Command and the Mission and Installation Contracting Command. In addition, the Army Contracting

Command provides reachback contracting support from its contracting centers based in the continental United States.

6-27. The Army Contracting Command has the following:

- Expeditionary contracting command.
- Contracting support brigade.
- Contingency contracting battalion.
- Senior contingency contracting teams.

(See FM 4-95 for a detailed discussion of the Army Contracting Command.)

MEDICAL SUPPORT

6-28. The medical command (deployment support) (MEDCOM [DS]) is assigned to the theater army and serves as the medical force provider within the theater. The MEDCOM (DS) and its subordinate medical brigades are linked to the TSC or ESC through the medical logistics management center. This center is established at the TSC or ESC to plan and coordinate medical logistics in support of operations. (See FM 4-02 for more information on the MEDCOM [DS]).

6-29. The MEDCOM (DS) is organized with an operational command post and a main command post, which can deploy forward autonomously. Medical brigades exercise OPCON of Army medical units task-organized under them (normally assigned or attached). Medical brigades normally have a command relationship with the MEDCOM (DS) and a support relationship with the operating forces headquarters (division or corps as ARFOR) in the JOA. Under certain conditions, a medical brigade may be attached or placed under OPCON of an Army division or corps headquarters (as ARFOR), but this limits the senior medical commander's ability to rapidly task-organize and re-allocate resources across the AOR.

6-30. The multifunctional medical battalions, which provide Army health system services to the force, are task-organized under the command of a medical brigade subordinate to the MEDCOM (DS). The multifunctional medical battalions are normally placed in direct support of Army divisions or in general support on an area basis. Thus, all Army health system units maintain a command relationship with a medical chain of command from the multifunctional battalions through the medical brigade to the MEDCOM (DS). (See figure 6-2.) The commander of the MEDCOM (DS) also functions as the theater army command surgeon.

RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION OF ARMY FORCES

6-31. Reception, staging, onward movement, and integration (RSOI) is the essential process that transitions deploying forces—personnel, equipment, and materiel—into forces capable of meeting the geographic combatant command's operational requirements. The four segments of RSOI are—

- Reception.
- Staging.
- Onward movement.
- Integration.

Reception operations include all those functions required to receive and clear personnel, equipment, and materiel through the port of debarkation. Staging assembles, temporarily holds, and organizes arriving personnel, equipment, and materiel into forces and capabilities. Staging also prepares forces for onward movement, tactical operations, or Service reintegration if the theater army is supporting other Services. Onward movement is the process of moving forces, capabilities, and accompanying materiel from reception facilities, marshalling areas, and staging areas to tactical assembly areas at which time they come under OPCON to the ARFOR in the JOA. Integration is the synchronized transfer of capabilities into the ARFOR in the JOA prior to the mission.
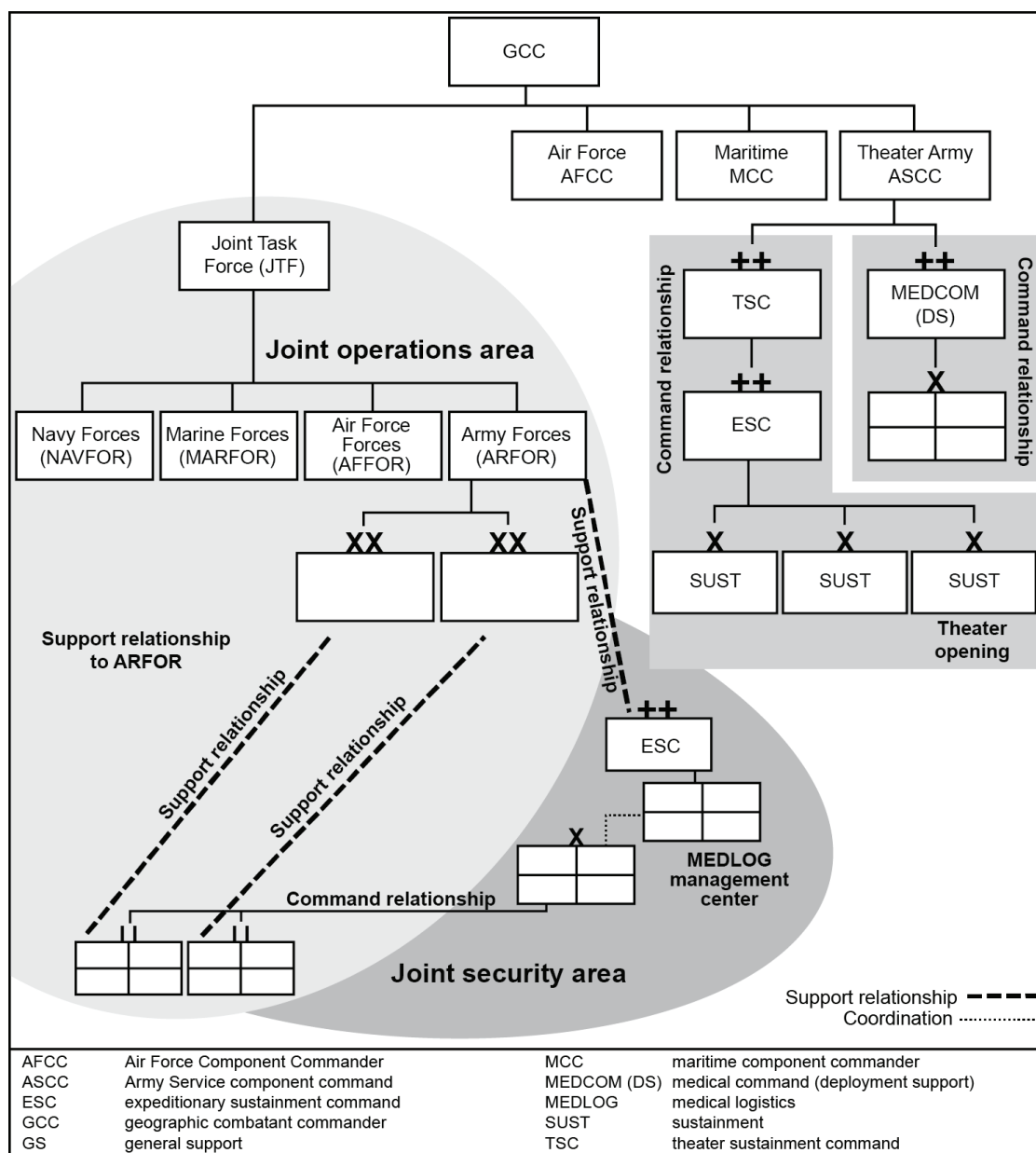
Figure 6-2. Theater army command and support relationships (medical)

6-32. RSOI are the responsibility of the theater army and its designated TSC. Key responsibilities include the following:

- Establish theater line of communications nodes and links required to meet the anticipated transportation and throughput capacities.
- Identify, assess, and provide for required physical transportation capacities and capabilities.
- Control all physical facilities and infrastructure, including distribution nodes, under control of the Army.
- Establish the throughput rate for forces and equipment.
- Ensure land transportation is available in oversees areas for all Services.

- Coordinate all planning and requirements for the use of land transportation equipment and facilities controlled by the Department of Defense.
- Synchronize transportation reception activities to facilitate throughput at the ports of debarkation (includes designating marshalling areas).
- Execute common-user land transportation responsibilities for peacetime land transportation.
- Execute movement control as designated by the geographic combatant command.

Deploying forces have responsibility for their own security, organization, and movement through RSOI to the extent possible. Outside entities such as host-nation operators and contractors support RSOI.

RECEPTION

6-33. Reception, as the initial step in introducing combat power to the AOR from strategic lift, is implemented at or near designated air and seaports of debarkation. Reception consists of three primary activities: command, movement control, and port operations.

Command

6-34. Command of reception activities is a geographic combatant command function, normally delegated to the theater army for all Army forces. Reception planning and execution responsibilities are routinely further delegated from the theater army to its designated TSC commander. The theater army retains OPCON of forces through RSOI regardless of functions delegated to the TSC.

6-35. The geographic combatant command, through an attached USTRANSCOM element, controls the arrival of strategic air and sealift during which forces are under OPCON to USTRANSCOM. USTRANSCOM's Air Mobility Command and Surface Deployment and Distribution Command manage the aerial port of debarkation and seaport of debarkation where forces arrive. These locations are the point of interface between USTRANSCOM and the supported theater army. The theater army uses these locations to resume OPCON of forces, which it retains until forces arrive in the JOA and the ARFOR in the JOA takes OPCON of forces. At this time, the command relationship with the theater army changes to administrative control.

Movement Control

6-36. Movement control ensures the rate of movement of forces. It entails the theater army or its designated TSC responsible for coordination of modes of transport as well as node and terminal activities within the AOR. This activity likely includes establishment of the theater line of communications nodes and links required to meet the anticipated transportation and throughput capacities. (See ATP 4-16 for more information on movement control.)

Port Operations

6-37. Theater army planners consider several factors when assessing a port's capacity to receive the planned strategic flow. Some factors include port capability, state of repair, commercial utilization, congestion, and throughput capacity. (See FM 3-35 for more information on port considerations for planning.)

6-38. The designated aerial port of embarkation serves as the primary port of entry for all deploying personnel as well as for early entry forces normally airlifted into theater together with their equipment. USTRANSCOM, through the Air Mobility Command, is the single port manager designated by the Department of Defense for all common-user aerial ports of embarkation. USTRANSCOM performs those functions necessary to support the strategic flow of forces and sustainment supplies into the aerial port of debarkation and hands them off to the designated representative (such as the theater army or TSC).

6-39. Responsibility for execution debarkation from the aerial port of debarkation is divided between the Air Force and the Army, with the Air Force responsible for airfield operations including air terminal control and loading, unloading, and servicing of aircraft. The theater army, or its designated subordinate command, is responsible for clearing personnel and cargo off the tarmac and for required logistic support

for transiting units. Air Force and theater army interface occurs among the Air Force contingency response group or contingency response element, the Army arrival/departure airfield control groups, and movement control teams, all part of the TSC.

STAGING

6-40. Staging is that part of RSOI that includes assembling, temporarily holding, and organizing arriving personnel and materiel into units and forces. Staging also includes preparing personnel and materiel for onward movement to a tactical assembly area and employment. These activities occur at multiple sites in areas controlled by movement control boards, an element of TSC, on behalf of the theater army. During staging, the theater army—through the TSC—has responsibility for providing facilities, sustainment, life support, and protection until units are deemed fully mission capable.

ONWARD MOVEMENT

6-41. Personnel and equipment reassembled as combat-ready units move to a tactical assembly area based on the combatant commander's priorities. Onward movement is a joint or multinational effort using capabilities and organizational structures of other Services, multinational partners, host nations, and other governmental entities. Three primary factors affect onward movement: movement control, transportation infrastructure, and security.

Movement Control

6-42. Movement control is a responsibility of the theater army and executed by the TSC. Movement control is the planning, routing, scheduling, and controlling of forces and sustainment over lines of communication while maintaining in-transit visibility. The theater army is responsible for providing and overseeing land, intra-theater water, and inland water transportation to all joint forces. (See JP 4-01.5 for discussion on movement control.)

Transportation Infrastructure

6-43. An effective transportation infrastructure contains convoy support centers and trailer transfer points. The TSC establishes convoy support centers and trailer transfer points along main supply routes and other support centers at temporary airfields, rail sites, and waterway drop off points to aid onward movement. These facilities allow units and line haul drivers to rest, eat, perform vehicle maintenance, and contact unit personnel as well as contact movement control personnel to receive operational updates, revised priorities, and when necessary diversions. During onward movement, mode selection determines whether the commander of the unit in transit maintains control during the move or whether elements of the TSC (on behalf of the theater army) maintain control of the move.

Security

6-44. The onward movement phase can provide the enemy with numerous opportunities to inflict serious losses and to delay the build-up of combat power by exploiting vulnerability of units in transit from the intermediate staging base to the tactical assembly area. The theater army has two primary roles in regards to security. First, the theater army coordinates for host-nation support, resources, and facilities. Second, it acquires contract support as a force multiplier during onward movement.

6-45. The theater army coordinates for host-nation support early in planning. Ideally, the theater army obtains support agreements as part of setting the JOA and preparing for combat operations. In addition, the theater army agrees to support agreements as part of setting the theater prior to the conduct of combat operations. Contract support for onward movement is a function performed on behalf of the theater army by the Army Contracting Command as discussed in paragraphs 4-24. The theater army coordinates contract support for onward movement, like host-nation support, in advance of an actual deployment.

INTEGRATION

6-46. During integration, combat-ready units transfer to the operational commander and merge into the tactical plan. Emphasis during integration is on command and control as well as communications of personnel, equipment, and materiel as they enter the JOA. Integration is complete when the JFC establishes command and control over the arriving unit and the theater army transfers OPCON of that unit to the JFC and ARFOR in the JOA.

RSOI CONSIDERATIONS FOR MULTINATIONAL OPERATIONS

6-47. RSOI during multinational operations have many challenges. Major differences exist in logistics, doctrine, mobility, resources, interoperability, and language. These differences create challenges when forces coordinate the use of highways, railroads, seaports, and airfields as well as provide support and services. Considerable planning is required to integrate multinational forces requirements for ship berthing and unloading facilities, port staging space, transportation, and labor—all critical elements of RSOI.

6-48. Logistics is ordinarily a national responsibility. Unless a multinational support agreement or an acquisition and cross-servicing agreement exists during multinational operations, the United States frequently provides strategic lift and logistic support. The United States establishes clear responsibilities and identifies support roles early in the planning process. Whenever possible, multinational organizations form to coordinate RSOI. This coordination allows multinational members to use common items and to set up commonly understood control measures.

6-49. Effective plans and operations for multinational RSOI are simple, using common terms, common procedures, and clear and concise language. Where possible, coalition commanders combine staffs of two or more nations to better coordinate RSOI capabilities, facilitate exchange of vital information, and reduce friction, congestion, and duplication associated with multiple users of limited assets.

6-50. Host-nation support is civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war. This assistance is normally outlined in host-nation support agreements mutually concluded between nations. In many cases, United States forces rely on host-nation support to supplement or provide services, supplies, and facilities. This reliance is especially significant when the combatant commander tries to minimize the support forces early in the deployment.

6-51. Commanders benefit when they establish host-nation agreements early in the deployment. When no agreements exist, the combatant commander's staff and RSOI manager research the RSOI capabilities or resources of prospective host nations and the contractual procedures necessary to obtain them. The combatant commander's staff and RSOI manager also ensure that the host nation understands overall United States requirements. Moreover, as early as possible, commanders send representatives—with interpreters and translators—to negotiate the acquisition of host-nation services.

6-52. Host-nation support, by providing various services and facilities, relieves United States forces from establishing and maintaining equivalent services and facilities, thereby reducing the United States logistic footprint and RSOI overhead. Additional lift becomes available for transporting combat forces and expediting force closure. Services and facilities that might be considered for host-nation support are as follows:

- Logistic support.
- Medical facilities.
- Construction and engineering.
- Police and paramilitary organizations.
- Transportation assets and infrastructure.
- Labor force.
- Emergency services.
- Fuel and power facilities.
- Communications facilities.

Chapter 7

The Theater Army in Its Role As Joint Task Force Or Joint Force Land Component Command

Chapter 7 discusses the theater army in its role as joint task force or joint force land component command. First, the chapter discusses the theater army design. Then it discusses the contingency joint task force headquarters and examines historical examples and hypothetical scenarios. The chapter concludes with a discussion of large-scale operations.

THE THEATER ARMY DESIGN

7-1.   The theater army is not designed to operate as the joint task force (JTF), joint force land component command, or ARFOR for major operations within a single joint operations area. However, the theater army is designed with a limited capability to form the base of a small JTF or joint force land component command. The theater army's contingency command post provides the combatant commander with command and control capabilities for crisis response and operations limited in scale, scope, intensity, and duration. This command post is a relatively lean, deployable element of the theater army headquarters, designed specifically to meet the geographic combatant commander's (GCC's) requirements for operations on land.

CONTINGENCY JOINT TASK FORCE HEADQUARTERS

7-2.   A JTF's mission, composition, and command relationships with its Service component are based on existing and potential enemies, the nature of the crisis, and the time available to generate forces to address the problem. JP 3-33 points out three options for forming a JTF headquarters. The preferred option is to form a JTF headquarters around a combatant command's Service component headquarters or the Service component's existing subordinate headquarters that includes an established command structure. An example of such a structure is a numbered fleet, a numbered Air Force, a Marine expeditionary force, or an Army corps. The second option for forming a JTF headquarters occurs when the GCC designates the standing joint force headquarters (core element) as the core headquarters element and augments it with additional Service functional experts. The third option is when the combatant command assessment team or similar organization forms the core element for the JTF. The third option typically occurs where no military presence currently exists.

7-3.   The contingency command post of the theater army offers the GCC a fourth option for forming and deploying a JTF or joint force land component command. The GCC uses the theater army contingency command post as the core element of a JTF and augments it with additional personnel, either Army or other Service, to accomplish the mission. Because of its established habitual internal staff working relationship, the contingency command post poses a viable option to support short notice or limited duration operations. (See JP 3-31 and JP 3-33 for more information on JTFs.)

7-4.   Paragraphs 7-5 through 7-23 discuss the theater army operating as a JTF or joint force land component command. These paragraphs examine two historical examples illustrating the formation of JTFs used in the past and hypothetical scenarios illustrating the potential formation of JTFs and uses of the theater army and its contingency command post under similar circumstances. These examples examine theater army operations, both from the perspective of the Army Service component command in support of Army and joint forces operating in joint operations areas within the area of responsibility and as an ARFOR or JTF directly commanding and controlling Army or joint forces conducting operations in a designated joint operations area. In all cases, the theater army headquarters, with its organic contingency command

post, is simply one of several tools available to the GCC to address the operational command and control requirements across the area of responsibility.

OPERATION ASSURED RESPONSE

7-5.   The first example illustrating the formation of a JTF comes from Operation Assured Response, a Liberian noncombatant evacuation operation. It offers a historical scenario in which the theater army contingency command post's immediate response capability could have been effectively employed. It also offers an example of how one headquarters formed the combined JTF and was subsequently relieved by another more capable headquarters. Planners contemplate using this type of situation for the contingency command post in cases when the operation extends beyond 30 days. Finally, Operation Assured Response provides an example of circumstances in which the JTF forward command post established itself outside the area of operations, a likely scenario for contingency command post deployments.

7-6.   In early 1996, gunmen filled the streets of Monrovia, Liberia as the country split into armed faction's intent on seizing power. The situation worsened as faction members took hostages. On 9 April 1996, President Clinton ordered the United States (U.S.) military to evacuate Americans and designated third-party foreign nationals. In a rapid response, the Army deployed special forces, an airborne infantry company, signal augmentation, and a medical section as part of a special operations task force from Special Operations Command–Europe, known as Operation Assured Response. Forces from the Republic of Georgia, Italy, and Germany joined with U.S. special operations, Air Force, Navy, and Marine Corps forces to conduct a noncombatant evacuation operation. Figure 7-1 illustrates the movements of the operation.

7-7.   Phase I consisted of setting up an intermediate staging base in Freetown, Sierra Leone (190 nautical miles from Monrovia, Liberia). The intermediate staging base housed the headquarters, Operation Assured Response (built around the Southern European Task Force) headquarters, and the airhead to facilitate the helicopter evacuations from the American Embassy in Monrovia. Forces transloaded the evacuees onto C-130s for onward movement to the established safe haven of Dakar, Senegal (496 nautical miles from Freetown).

7-8.   Phase II began when the JTF assumed operational control of the forces required to execute the operation. The JTF received and reassembled helicopters for airlift of special operations formations into Monrovia and evacuees out of Monrovia.

7-9.   Phase III consisted of Army forces entering into Monrovia's Mamba Point embassy district in which they established security for international relief agencies headquartered there. Additional Army forces reinforced Marine Corps guards at the American embassy and secured the central evacuee assembly collection point. Navy helicopters then flew the evacuees to Freetown, Sierra Leone with further evacuation to the safe haven in Dakar, Senegal, via C-130s.

7-10. Phase IV, the final phase, ended the noncombatant evacuation operation and redeployed forces.

7-11. The combined capabilities of the Army, other Services, and multinational forces evacuated 2,444 U.S. and foreign citizens (of 73 nationalities) from Liberia. This evacuation demonstrated the effectiveness and importance of synchronized joint and multinational operations.

NEO	noncombatant evacuation operation	ISB	intermediate staging base
hrs	hours	NM	nautical miles
HQ	headquarters		
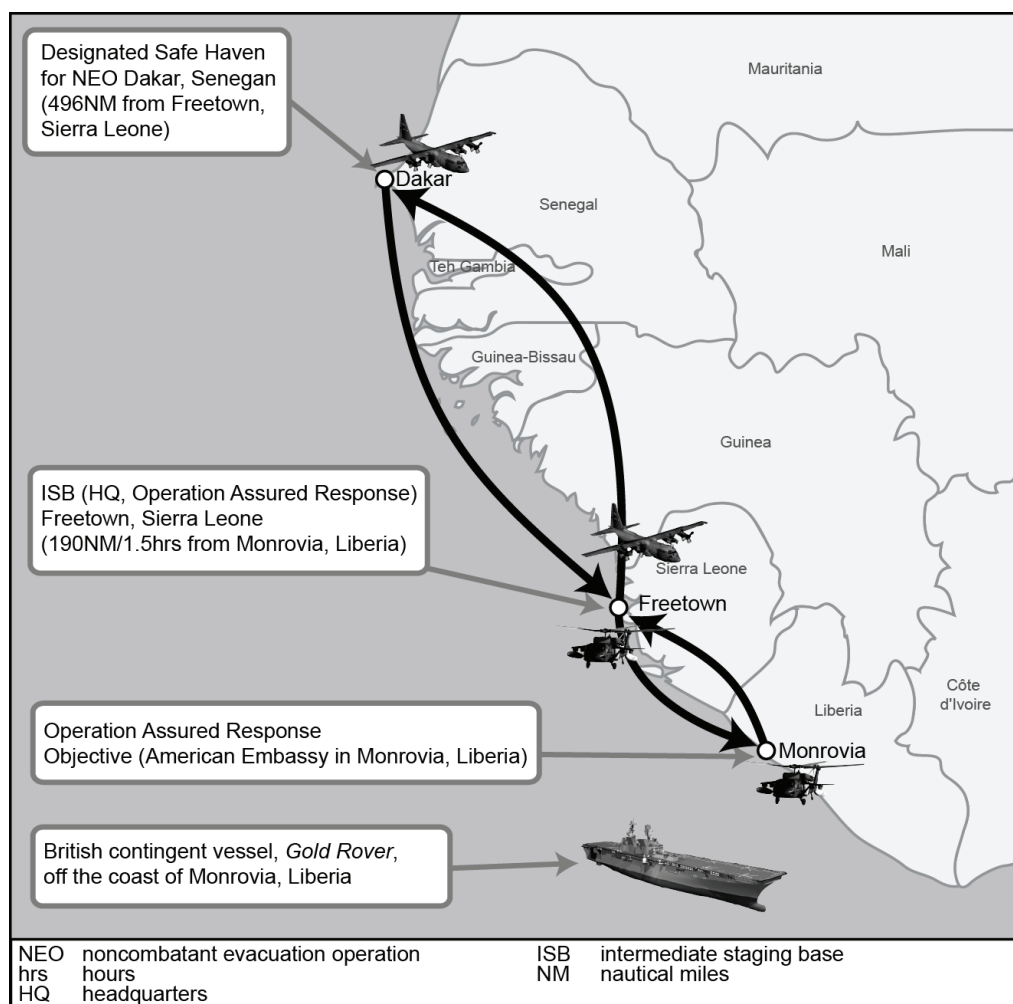
Figure 7-1. Noncombatant evacuation operation: Operation Assured Response

HYPOTHETICAL SCENARIO FOR OPERATION ASSURED RESPONSE

7-12. Operation Assured Response provides a noncombatant evacuation operation scenario in which to examine employment options for the contingency command post. Historically, USEUCOM conducted the operation using its special forces component to form the initial combined JTF headquarters. Since 1996, the Army established USAFRICOM with the Southern European Task Force commander as its Army Service component commander.

7-13. If the streets of Monrovia filled today with gunmen taking hostages, a hypothetical scenario of conducting a noncombatant evacuation operation employs a different structure. In 1996, USEUCOM used organic command and control elements when forming the headquarters to Operation Assured Response. Today, USAFRICOM and U.S. Army Africa lack the theater-committed headquarters and readily available subordinate forces for crisis response. Instead, the GCC of U.S. Army Africa—with its contingency command post—is immediately available and capable of commanding and controlling these types of operations involving limited numbers of units, small force packages, and operations of limited duration. In a hypothetical scenario, the theater army contingency command post forms the nucleus of a small JTF headquarters or a joint force land component command headquarters, commanded by the U.S. Army Africa commander or other GCC designated senior officers. The force packages required to execute the evacuation

operations (security, aviation, airlift, medical treatment, and sustainment) come from sources outside the area of responsibility.

HURRICANES GEORGES AND MITCH

7-14. The second example illustrating the formation of a JTF involves Hurricanes Georges and Mitch. This example addresses foreign humanitarian assistance and foreign disaster relief. The theater army's contingency command post is well suited to provide control of Army or joint forces engaged in humanitarian assistance or disaster relief. Normally, the Department of Defense (DOD) has a supporting role in humanitarian assistance and disaster relief with American ambassadors or chiefs of mission posted to the affected host nations and the Department of State as the U.S. Government agency lead. However, exceptions do exist. The first exception is when the U.S. mission is not functional because of damage. The second exception is when the host-nation government collapses and the country descends into anarchy. In such extreme cases, an operation often changes from humanitarian assistance and disaster relief to other forms of international intervention.

7-15. In the fall of 1998, Hurricane Georges and Hurricane Mitch devastated several countries and the U.S. Territory of Puerto Rico within weeks of each other. (See figure 7-2 for the path of the two hurricanes.) Paragraphs 7-16 through 7-23 explore the options available to a GCC for employment of the contingency command post in the situation illustrated. These scenarios illustrate small JTFs addressing specific country situations, a higher JTF providing centralized planning, and a coordinating DOD supporting interagency efforts and unified action plans. All these operations are conducted under environmental, diplomatic, and political circumstances that vary widely among affected host nations. For example, the diplomatic challenges of deploying U.S. military forces into Cuba differ from deploying to the relatively benign diplomatic environment in Puerto Rico.
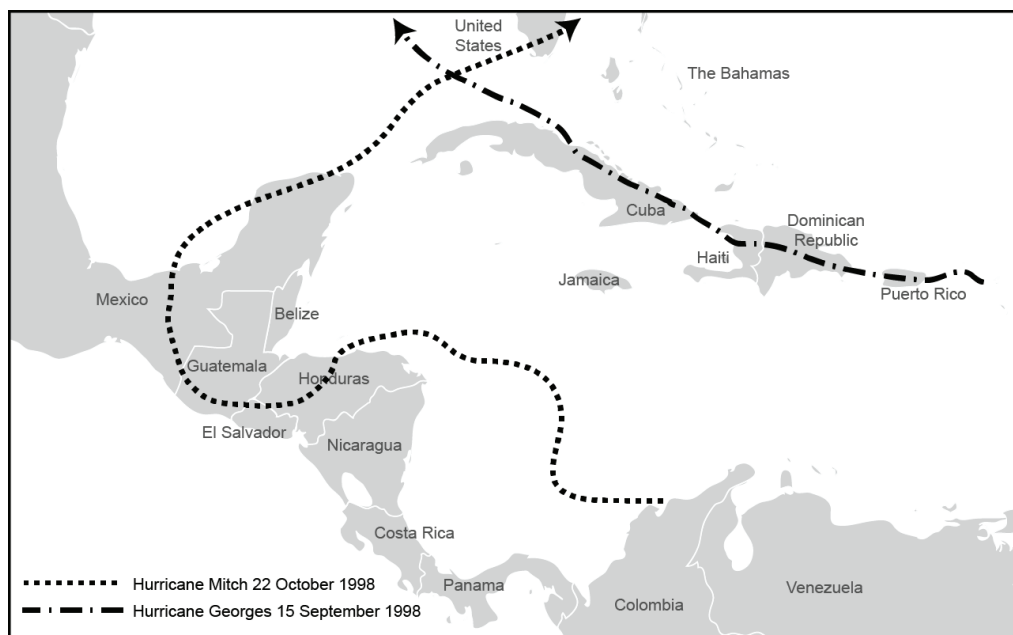
Figure 7-2. Foreign humanitarian assistance and disaster relief

7-16. The two hurricanes caused a substantial number of deaths and injuries and caused widespread property damage. U.S. military forces, specifically those within the USSOUTHCOM area of responsibility, mounted large-scale responses to these disasters. This response was done in conjunction with the affected countries, civilian relief agencies, foreign governments, the United Nations, and various nongovernmental organizations. The USSOUTHCOM commander created two JTFs for disaster response, reoriented the mission of a third JTF toward relief efforts, and employed more than 7,000 U.S. personnel deployed in the region to assist.

7-17. In regards to Hurricane Georges, U.S. military assistance focused on defense support of civil authorities operations in Puerto Rico. These efforts supported the Federal Emergency Management Agency. In the Dominican Republic, efforts focused on humanitarian assistance and disaster relief in support of the Office of U.S. Foreign Disaster Assistance. U.S. personnel stationed in Haiti—as part of Support Group Haiti—provided limited assistance in that nation. In the eastern Caribbean islands, the U.S. military provided limited but important support. See figure 7-3 for locations of assistance groups to Hurricane Georges.
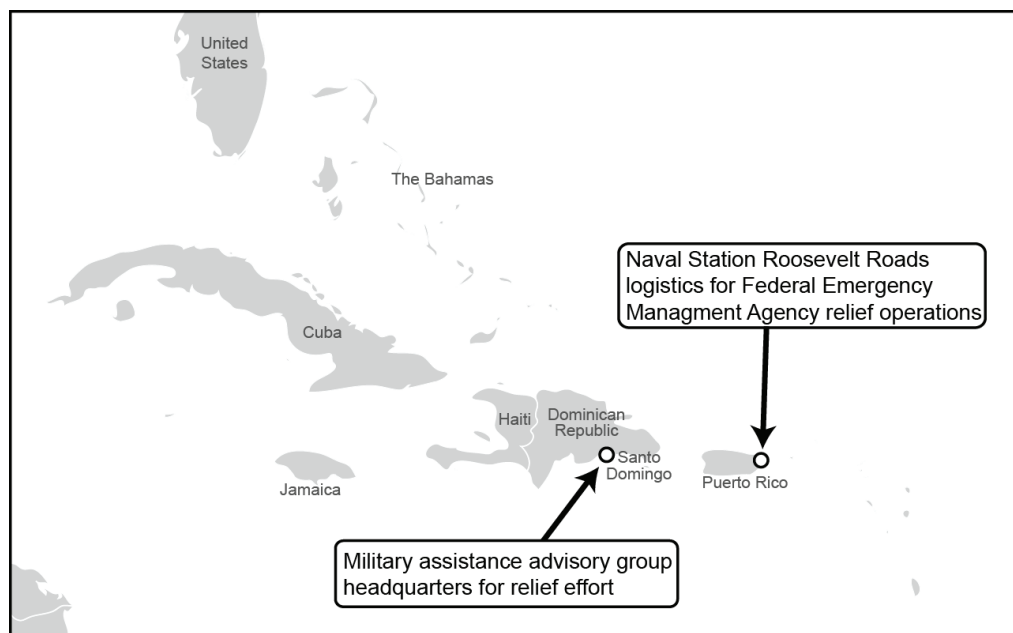
Figure 7-3. Hurricane Georges locations for assistance

7-18. Following Hurricane Georges, U.S. personnel needed several assets immediately. First, the DOD required air transport, both strategic lift into the area of operations and theater lift to distribute relief supplies. Another major asset included a disaster response JTF, designated JTF Full Provider. It was deployed aboard the USS Bataan with 900 Marines from the 2d Force Service Support Group. JTF Full Provider coordinated U.S. military support of both Puerto Rico defense support of civil authorities operations as well as foreign disaster relief in such places as the Dominican Republic. In Puerto Rico, Naval Station Roosevelt Roads became the logistics hub for Federal Emergency Management Agency relief operations. In the Dominican Republic, the military assistance advisory group provided essential coordination with the country team and host-nation military and support at the Santo Domingo airport for the relief effort.

7-19. The DOD response to Hurricane Mitch far surpassed the response to Hurricane Georges in scope, complexity, cost, and duration, as well as in the range of policy issues it generated. U.S. personnel conducted significant relief operations in the four Central American countries primarily affected by Hurricane Mitch. Honduras and Nicaragua suffered most seriously, followed by Guatemala and El Salvador, which suffered moderate damage. In each affected country, U.S. military units concentrated their activities in specified geographic regions (rather than operating countrywide), assigned through discussions with host-nation governments. Actions by U.S. military units complemented ongoing host-nation and other responses. U.S. assets of air and sea military transport moved numerous personnel and materiel to the area of operations.

7-20. With the deployment of over 5,000 personnel and 63 aircraft to the region, U.S. forces provided services including search and rescue, damage assessments, airfield management, food delivery, immunizations against epidemic diseases, veterinary care, bridge and road reconstruction, water purification, liaison, and planning. During these efforts, DOD personnel interfaced with government

officials, international and local nongovernmental organizations, local and third-country military forces, United Nations agencies, banana plantation owners, local religious and community leaders, and traumatized villagers. Command and control of military forces for the Hurricane Mitch operation initially fell to JTF Bravo located on Soto Cano Air Base in Honduras. (See figure 7-4.) However, the massive devastation in Honduras required JTF Bravo's full attention. A second JTF was established on the Comalapa Air Base, El Salvador (JTF Aguila) with subordinate reporting JTFs set up in the counties of Guatemala and Nicaragua. The overall operations consisted of three phases:

- The emergency relief phase, commencing when the Hurricane struck Central America and continuing through mid-December 1998.
- The rehabilitation phase, commencing in mid-December 1998 and continuing until approximately 26 February 1999.
- The reconstruction phase, commencing at the end of the rehabilitation phase and continuing into September 1999.
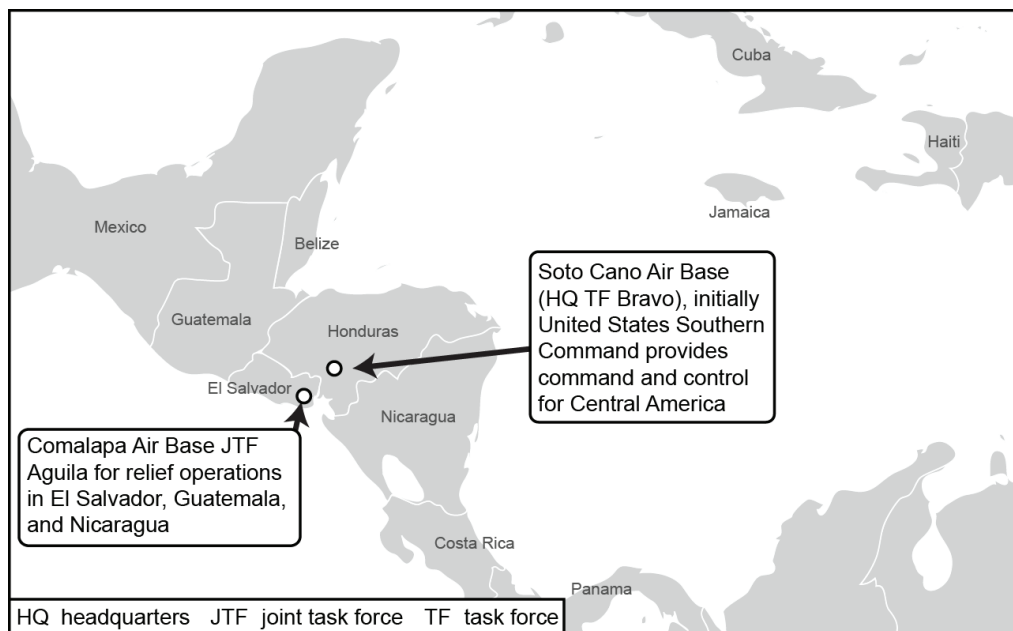
Figure 7-4. Hurricane Mitch command locations

7-21. The U.S. Government funded assessment teams and deployed disaster assistance response teams from the Office of U.S. Foreign Disaster Assistance to the region. (See figure 7-5.) These teams provided airlift and sealift to Central America, funded U.S. military helicopter transport within affected areas, and financially supported many local relief efforts of host-nation governments, regional organizations such as the Pan American Health Organization, and nongovernmental organizations.

7-22. The foreign humanitarian assistance and disaster relief operations following Hurricane Georges and Hurricane Mitch provide multiple examples of the contingency command post's effective employment. Deliberately organized to provide the capabilities to monitor and control current operations, the contingency command post can form the nucleus or core element of a small JTF headquarters or a joint force land component command headquarters. The contingency command post-based JTF or joint force land component command receives augmentation from the theater army main command post, the geographic combatant command staff, and other Service component commands as appropriate to provide needed capabilities. The contingency command post is available to control the immediate response and coordinate crisis intervention. Coordination consists of working with U.S. military assistance groups to assess requirements of the U.S. country team and the host nation. Coordination also involves facilitating the deployment of disaster assistance response teams. Military assistance groups requires additional

coordination for the delivery of relief supplies and follow-on disaster relief forces such as U.S. Army engineers, aviation elements, medical treatment teams, and airfield control parties.
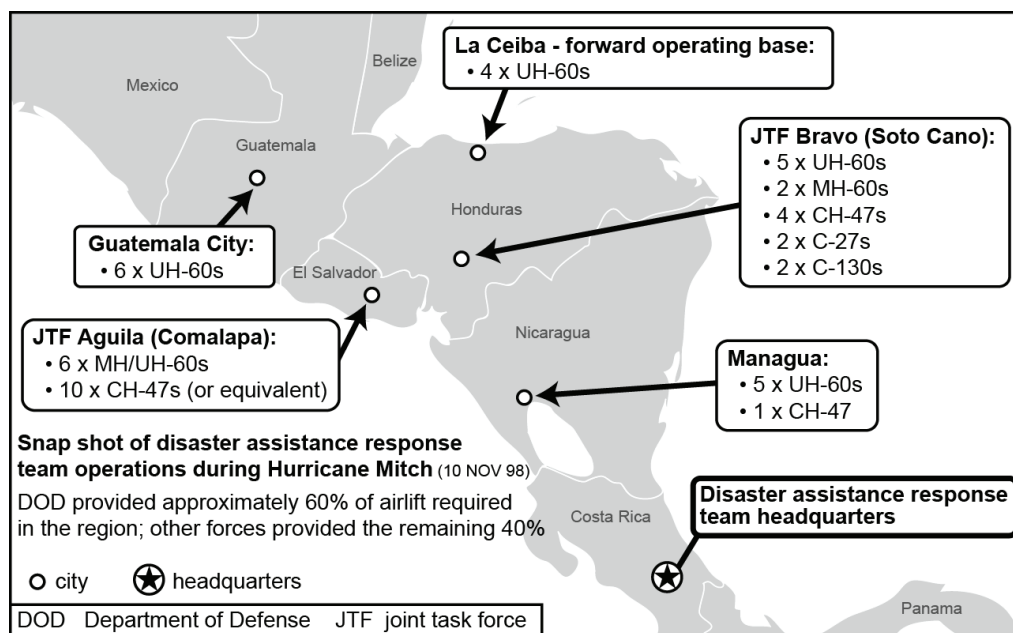
Figure 7-5. Office of U.S. Foreign Disaster Assistance funded DOD air assets

7-23. Most likely, the DOD will have future supporting roles in most foreign humanitarian assistance and disaster relief operations. A contingency command post-based JTF can manage the coordination of DOD support to multiple countries (through U.S. military groups and country teams) as well as defense support of civil authorities operations similar to the effort after Hurricane Georges in Puerto Rico. A contingency command post joint force land component command can do the same with Marine Corps and other land forces as part of a greater joint force commander. The contingency command post design facilitates its use as the nucleus of a smaller subordinate JTF like JTF Aguila in El Salvador. The theater army, with its contingency command post, provides the GCC with an additional tool to meet the command and control requirements for effective crisis response for foreign humanitarian assistance and foreign disaster relief or other types of limited operations.

LARGE-SCALE COMBAT OPERATIONS

7-24. Large-scale combat operations often require the Army to conduct land operations with multiple corps-sized formations, either as part of a mature theater of war or under a joint or multinational command. Large-scale combat operations could require a theater army headquarters to expand and transform into an operational land headquarters (field army equivalent) exercising command over multiple Army corps and a Marine expeditionary force. This is the original purpose of numbered armies and the role performed by the Third Army in both Operation Desert Storm and Operation Iraqi Freedom I. In this case, the U.S. Army corps operates as tactical headquarters alongside Marine expeditionary forces. Such a campaign may include large multinational forces and operate under a joint or multinational land component. To assume this role, the theater army requires extensive augmentation and time to assimilate not only the personnel, but also the additional responsibilities. For example, before Operation Iraqi Freedom I, the Third Army (part of USARCENT) received approximately 70 Marine Corps staff officers to enable it to control the Marine expeditionary force. Figure 7-6 on page 7-8 illustrates a theater army in the role of a multinational forces land component. If designated as a multinational forces land component, the Army headquarters follows joint doctrine contained in JP 3-16 and JP 3-31.

Note: In such a campaign, theater-level commands (such as the TSC and AAMDC) may deploy into the joint operations area to control several functional support brigades.
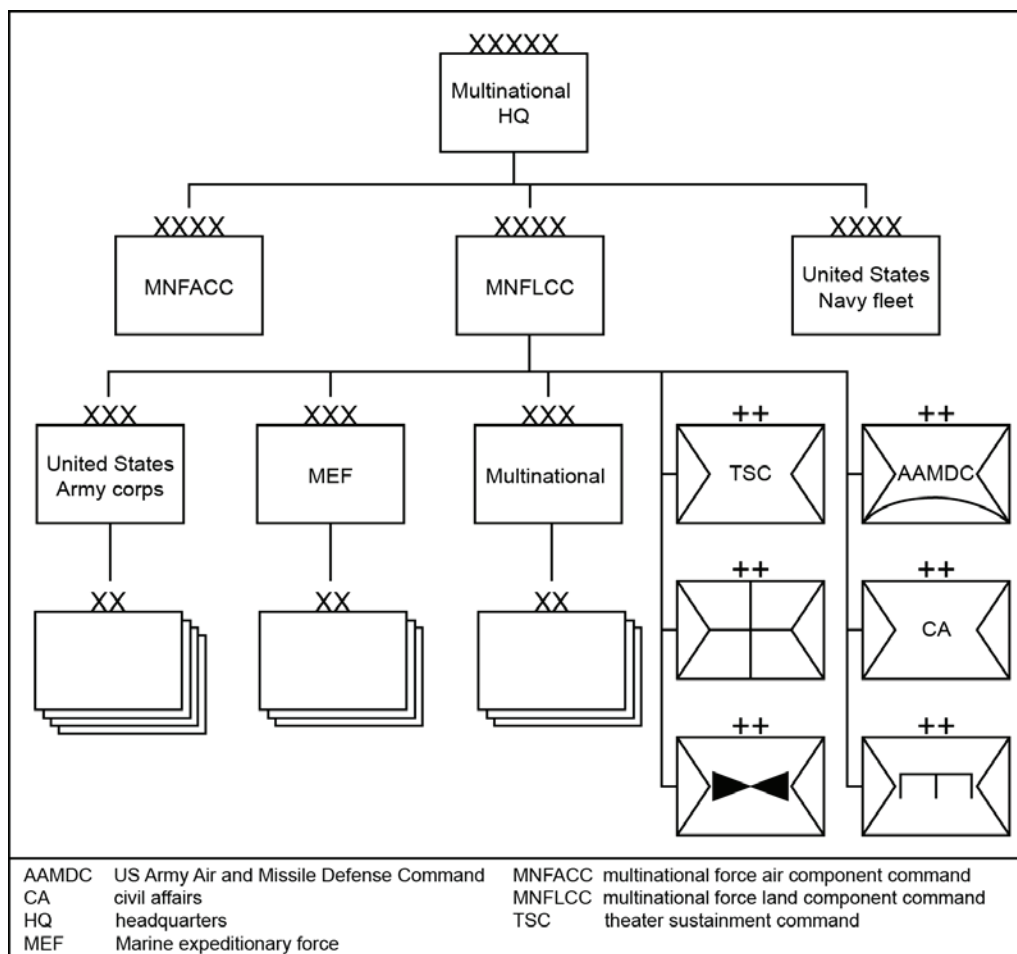
Figure 7-6. Theater army as a multinational force land component in a theater of war

7-25. A field army (when constituted) performs operational ARFOR tasks and is the Army component of the joint force to which it is assigned. A field army, specifically tailored to mission requirements, may be assigned to a joint force command with an enduring operational requirement. Typically, a subunified command is established instead of a JTF when the military operation is anticipated to be enduring or protracted. In this case, a field army would be appropriate as the Army component or ARFOR to the subunified command. The theater army exercises administrative control (known as ADCON) over the field army and its subordinate Army forces, and it provides the field army and its joint force command with all Army Service functions.

7-26. The situation on the Korean Peninsula illustrates an enduring military operation for which the United States established a subunified command (United States Forces, Korea) as the joint force headquarters, instead of a JTF. Until the situation in the Republic of Korea is further resolved, the U.S. Army will retain a unique structure on the Korean Peninsula. The Eighth Army serves as the forward deployed field army headquarters and ARFOR to United States Forces, Korea or its successor joint and combined forces headquarters. The Eighth Army is configured and staffed to provide an operational capability for Army forces engaged in multinational operations. The Eighth Army remains under the administrative control of USARPAC for most Army Service functions.

Chapter 8

Theater Enabler Organizations

Chapter 8 discusses organizations that enable the theater army. First, the chapter discusses enabling capabilities. It then covers the military intelligence brigade and several other supporting commands. Next, the chapter discusses chemical, biological, radiological, nuclear, and high-yield explosives support. The chapter concludes with a discussion of other organizations for theater support.

ENABLING CAPABILITIES

8-1.   Theater armies are assigned or provided access to five enabling capabilities (sustainment, signal, medical, military intelligence, and civil affairs), and an assortment of functional and multifunctional units, based on specific requirements for the area of responsibility. Paragraphs 8-2 through 8-35 discuss the command and support relationships among the theater army and these theater enabling commands.

MILITARY INTELLIGENCE BRIGADE

8-2.   The theater military intelligence (MI) brigades are subordinate units of INSCOM as a Headquarters, Department of the Army direct reporting unit. These brigades operate under operational control of the Army Service component command (ASCC), except in the USPACOM theater of operations in which United States Forces, Korea retains operational control of the theater MI brigade at the joint forces command level. Although the MI brigade headquarters is considered theater committed and not deployable outside its area of responsibility (AOR), the ASCC can include subordinate MI battalions in the Army pool of rotational forces and deploy those battalions for operations outside its AOR. When the MI brigade's subordinate battalions deploy to support the operational ARFOR in a joint operations area, they are normally attached to a MI brigade, an enhanced MI brigade, or other brigade-level organization under the ARFOR to link into the ARFOR's supporting sustainment structure.

8-3.   The theater army and its subordinate theater MI brigade provide intelligence support to Army and joint forces in the joint operations area. This support can involve deploying MI brigade collection or analysis assets forward and attaching or placing those assets under operational control. Sometimes the MI brigade provides direct support to the operational ARFOR or intelligence support on a general support or direct support basis via reachback. No matter the support, the supported operational ARFOR headquarters tasks the MI brigade assets by identifying commander's critical information requirements, targeting support and priority intelligence requirements, and assigning the associated collection requirements to the supporting MI brigade or its operational elements. The MI brigade provides top secret and sensitive compartmented information communications and information systems support to the ASCC headquarters.

8-4.   The theater MI brigade's regional focus enhances its capabilities to develop and exploit AOR-specific language skills and cultural insights. The brigade's focus provides the benefits of continuity and cultural context to its analytic intelligence products. The theater MI brigade has a unique ability to collect, analyze, and track threat characteristics, land order of battle, and the doctrine of both partner nations and adversaries over many years. Such abilities enable the theater MI brigade to create and maintain a valuable data base of intelligence regarding regional military forces, key military and political leaders, and the evolving doctrine and capabilities of regional military forces.

THEATER ENGINEER COMMAND

8-5.   The theater engineer command oversees and develops an organizational framework for the operational-level engineer effort within the AOR. The command focuses on reinforcing and augmenting tactical-level engineer efforts and developing the theater sustainment base. This focus involves planning,

ensuring operational mobility, and coordinating all operational engineering assets. The theater engineer command also supervises the direction of geospatial operations, construction, real-property maintenance activities, logistics operation center sustainment, engineer logistics management, and base development. The command has the primary responsibility for theater infrastructure development.

8-6.   The theater engineer command typically serves as the senior engineer headquarters for a theater army, land component headquarters, or potentially a joint task force (JTF). This command has responsibility for all assigned or attached engineer brigades and other engineer units and missions for the theater army commander or joint force land component commander. When directed, the theater engineer command also provides command and control for engineers from other Service and multinational forces and oversight of contracted construction engineers. The command provides peacetime training and support of military engagement for its supported combatant commanders. The command also coordinates closely with the lead Department of Defense construction agent and senior contract construction agents in the area of operations.

8-7.   The theater engineer command is a modular organization that adapts to mission requirements. It can deploy modular staff elements and organizations to provide the operational commander with a wide range of technical engineering expertise and support. Each command can deploy its main command post and two deployable command posts to provide flexibility and rotational capability. The Army Corps of Engineers deploys its field force engineering assets to augment a command post, providing capabilities such as contracting, real estate, and interagency coordination. Tele-engineering capabilities enable deployed elements to collaborate with subject matter experts in the Army Corps of Engineers, other Service technical laboratories and research centers, and other sources of expertise in the civilian community. (See FM 3-34 for more detail.)

THEATER AVIATION COMMAND

8-8.   The theater aviation command provides air traffic service, airfield management, aeromedical evacuation, theater aviation support, and coordination of aviation staging and onward movement in support of corps, Army, or joint operations in theater. The theater aviation command establishes a senior aviation commander responsible for all theater-level aviation missions who reports directly to the theater headquarters.

8-9.   The theater aviation brigade (general support) supports the theater with additional general support aviation battalions to perform assault, heavy lift, aeromedical evacuation, and air movement. The theater aviation brigade or battalion (if assigned) provides for Army aviation capabilities to support the combatant commander's daily operational requirements across the AOR or across the joint force commander's (JFC's) joint operations area.

8-10. A fixed-wing aviation battalion is normally allocated to a theater army during major combat operations. A fixed-wing aviation company is normally allocated to a theater army during steady state operations as part of the combatant commander's daily operational requirements.

8-11. A theater aviation sustainment maintenance group may be attached to a theater army to provide depot-level maintenance support. The theater aviation sustainment maintenance group may be subsequently attached to the theater sustainment command. (See TC 3-04.7 for Army aviation maintenance.)

8-12. Army air traffic service units at the theater level consist of the theater airfield operations group with its subordinate airfield operations battalions. These units establish and operate airfields as needed in the theater AOR. Advanced operations bases can operate a fully instrumented airfield with airport surveillance radar approach, precision approach radar, and controlling airspace necessary to support airfield operations. (See FM 3-04.120 air traffic services operations.)

AIR AND MISSILE DEFENSE COMMAND

8-13. When required by the geographic combatant command, one AAMDC is attached to the theater army, if not already assigned. Tactical Army air defense artillery units in the AOR normally are assigned, attached, or under operational control of the AAMDC.

8-14. The JFC normally delegates authority to the joint force air component commander (JFACC), airspace control authority, and area air defense commander (AADC). When the JFC designates a JFACC, the JFC may also designate the JFACC as the AADC and airspace control authority because the three functions are integral to one another. The JFACC is responsible for planning and executing joint air operations. The JFC typically directs that the JFACC be the supported commander for strategic attack, air interdiction, personnel recovery, and airborne intelligence, surveillance, and reconnaissance (among other missions). The JFACC can be the supported commander implementing interdiction priorities in the joint operations area. At the same time, the JFACC can also serve as the supporting commander for air interdiction operations inside the supported surface commander's assigned area of operations. The airspace control authority, in conjunction with the Service and functional components, coordinates and integrates the use of the airspace under the JFC's authority, develops the airspace control plan and daily airspace control order, and establishes an airspace control system that responds to the joint forces' operations. The AADC is responsible for defensive counterair operations (which includes both air and missile threats) and coordinates with the airspace control authority to incorporate counterair requirements into the airspace control system.

8-15. The AAMDC commander has several responsibilities. This commander—
- Commands the AAMDC and its subordinate units.
- Commands the theater army air and missile defense command as the commander of Army forces or joint force land component commander (known as JFLCC).
- Serves as a deputy AADC if designated.

When deployed, the AAMDC commander normally positions the headquarters at the joint air operations center when the JFACC is also designated as the AADC or positioned near the ARFOR or joint force land component command headquarters as required. If the AAMDC is subordinate, it normally is in direct support to the JFACC's designated AADC. The AAMDC requires interface with AADC's headquarters. This headquarters normally co-locates with the joint air operations center to improve air and missile defense integration with joint air operations. Regardless of the AAMDC main command post location, the AAMDC provides liaison presence to the commander of Army forces, joint force land component commander, and AADC. The AAMDC commander is the ARFOR operational lead for counterair operations who ensures that Army contributions are properly integrated.

8-16. An AAMDC has overall responsibility for planning Army air and missile defense operations in support of the JFC. The AAMDC task-organizes and assigns missions to the subordinate air defense artillery brigades. The AAMDC has dedicated liaison teams able to deploy to a major theater. It also has four Army forces elements: joint forces air component, joint land forces component command, joint special operations task force, and battlefield coordination detachment. These elements facilitate and integrate Army forces with air and missile defense planning and operations. In some cases, the AAMDC conducts split-based operations that preclude the AAMDC from being in theater. If the AAMDC is not located in the theater, the highest echelon air defense artillery organization in the theater takes responsibility for planning and for providing liaison to the joint force land component command, battlefield coordination detachment, and area air defense command. (See FM 3-01, FM 3-01.7, and FM 3-01.94 for discussions of command and support relationships for theater air and missile defense.)

MILITARY POLICE COMMAND

8-17. A military police (MP) command is normally established and assigned directly to the theater army in a mature theater with several MP brigades and a criminal investigation command group. Once established, the senior MP commander serves as the theater army provost marshal and is normally designated as the chief of detainee operations.

8-18. A theater MP force is tailored to meet the theater strategic environment based on mission variables. FM 3-63 provides the following variables for consideration:
- Nature of the operation, whether unilateral, joint, or multinational.
- Size of the security areas.
- Maturity of the theater.
- Nature of the civilian population found within the support area—friendly or hostile.

- Capability of the host nation to provide MP-related support.
- Extent of civil law and order operations.
- United States and coalition detainee and enemy combatant evacuation and internment policy.
- Size of the main supply route network and movement control required behind the division and corps rear boundaries.
- Number of designated critical facilities to secure.
- Resources or key personnel requiring dedicated MP security.
- Ability of host-nation forces to control the civilian population to preclude interference with military operations.

8-19. The senior MP officer assigned or attached to the theater army becomes the provost marshal for the theater of operations. The provost marshal—

- Advises the commander and staff of MP capabilities.
- Prepares plans and policies.
- Coordinates MP and detainee operations.
- Assists and supervises supporting and supported units' interaction.
- Reviews current MP operations.
- Coordinates with coalition forces and host-nation military and civilian police.

8-20. The theater army provides personnel, administrative, morale, internment, resettlement, and confinement services within the theater of operations. (FM 3-63 provides Army doctrine on internment operations.) MP forces ensure the receiving, processing, and safeguarding of detainees and enemy combatants. They segregate each category of detainee from the other types whenever possible. The MP internment and resettlement battalion provides this support and—

- Controls detainees, enemy combatants, and dislocated civilians.
- Coordinates with other government agencies, host-nation personnel, military territorial organizations, civilian police authorities, and nongovernmental organizations on matters pertaining to internment and resettlement operations.
- Exercises operational control of all internment and resettlement units.
- Handles detainees and enemy combatants as set forth by the Geneva Conventions (and other international laws), by United Nations standardization agreements, and by United States law.
- Handles United States military prisoners.

Military Police Brigades

8-21. An MP brigade plans and integrates capabilities from all five MP functions: maneuver and mobility support, area security, internment and resettlement operations, law and order operations, and police intelligence operations. It executes MP operations employing up to six mission-tailored MP battalions within the joint security area, theater army support area, or within a division or corps area of operations. It may also oversee other non-MP units focused on accomplishing such missions as area support, internment and resettlement, or host-nation police development. While normally a theater-level asset, an MP brigade may be assigned or attached to a division or corps when required by the number of MP units assigned to the division or corps.

Criminal Investigation Command

8-22. The Army Criminal Investigation Command helps theater army commanders maintain discipline and order by preventing or investigating crimes. This command is a direct reporting unit whose special agents in the field report through the Army Criminal Investigation Command's chain of command (detachment to battalion to group) to the commanding general of the Army Criminal Investigation Command. This general reports directly to the Army Chief of Staff and the Secretary of the Army. Normally, an MP group (criminal investigation division) supports a theater army. The group is placed in general support of the theater but remains under operational control of the Army Criminal Investigation Command region. Commanders of Army Criminal Investigation Command tactical units advise their supported commanders on criminal investigation matters, as appropriate, although normally no formal operational command

relationship exists. The MP group (criminal investigation division) ensures the connectivity between all Army Criminal Investigation Command units within and external to the theater. (See FM 3-39.)

CIVIL AFFAIRS COMMAND

8-23. Each theater army has an aligned, regionally focused civil affairs command. Each civil affairs command provides theater-level civil affairs planning, coordination, policies, and programs in support of the geographic combatant command's regional civil military operations strategy and stabilization, reconstruction, and development efforts. The civil affairs command mobilizes and deploys with one or more civil affairs brigades and civil affairs planning teams. It also has one or more civil-military operations centers. One civil affairs brigade normally supports the joint force land component command. A second brigade may support the expeditionary sustainment command. A civil affairs brigade with its civil-military operations center can become the core of a joint civil-military operations task force under the operational control of the JTF. Civil affairs battalions from the civil affairs brigade are task-organized to Army divisions. Civil affairs planning teams augment the geographic combatant command, ASCC, joint land forces component command, and division, corps, and brigades. Such augmentation provides liaison, coordination, education and training, and area assessment functions. The theater army commander may employ a civil affairs brigade civil-military operations center in support of the G-9. Civil affairs elements are normally attached to the headquarters to which they are dispatched to support. (See FM 3-57.)

8-24. In addition, the civil affairs command provides theater-level staff augmentation to the geographic combatant command and its subordinate subunified and Service component commands, as required to support military operations. Civil affairs planning teams from the theater-aligned civil affairs command, civil affairs brigade, or civil affairs battalion augment the geographic combatant command, ASCC, and joint force land component command staffs. These teams provide liaison and coordination, education and training, and area assessment functions. Civil affairs augmentation elements are normally attached to the headquarters to which they are dispatched to support.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND HIGH-YIELD EXPLOSIVES SUPPORT

8-25. Army chemical, biological, radiological, and nuclear (CBRN) units offer a range of capabilities to theater (joint) force protection operations. These units can support operations as units, teams, or individuals. Units may require a mix of different capabilities—decontamination, CBRN reconnaissance and surveillance, and biological-detection—to meet diverse land power requirements.

8-26. The CBRN force organization within a theater depends greatly on the threat and hazards. Based on the mission variables prevailing in the theater, the theater army commander tailors available CBRN forces for the specific situation. The senior CBRN unit commander, staff, and functional units assigned normally perform CBRN operations to provide support across the joint force in addition to Army units. For a major operation, the theater army commander normally retains a theater chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) brigade for support to the joint security area coordinator. Paragraphs 8-27 through 8-34 highlight two CBRNE elements available to the theater army. (See FM 3-11.)

20th CBRNE Command (Per Theater)

8-27. The 20th CBRNE Command is a Department of Defense deployable headquarters. This command directs operational-level weapons of mass destruction (WMD)–elimination (WMD-E) operations worldwide to counter WMD.

8-28. At the operational and tactical levels, the 20th CBRNE Command operates as a functional JTF headquarters. It commands and controls technical operations that contribute to the achievement of the WMD-E campaign objective and other operations related to WMD. It is not designed to conduct major combat operations as, for example, an Army corps headquarters serving as a JTF or joint force land component.

8-29. The 20th CBRNE Command supports a geographic combatant commander, Service component commander, or JTF commander by directing and synchronizing the four activities of WMD-E: isolation, exploitation, destruction, and monitoring and redirection. The 20th CBRNE Command also provides technical expertise related to CBRNE threats and hazards to supported commanders and helps set conditions for the long-term elimination of WMD production sites and other related activities. It is designed to accomplish its mission throughout the range of military operations. It can simultaneously support contingency operations abroad and homeland security operations domestically. Concurrently with overseas campaigns, the 20th CBRNE Command also supports homeland security operations.

8-30. The 20th CBRNE Command is a multifunctional headquarters consisting of CBRN, explosive ordnance disposal (EOD), nuclear, intelligence, signal, and medical specialists. Commanders tailor and task-organize this headquarters based on the mission and situation. The CBRNE operational headquarters' command post can also serve as a JTF headquarters for WMD-E missions.

8-31. The 20th CBRNE Command does not have organic security and thus depends on the supported unit for most of its operational area security requirements. Although the 20th CBRNE Command's subordinate units facilitate the joint force's protection requirements, these small units also depend on their supported units for operational area security requirements beyond individual protection.

Roles and Responsibilities

8-32. The following are the roles and responsibilities of the 20th CBRNE Command:
- Command WMD-E forces.
- Establish a joint task force-elimination headquarters.
- Execute operational intelligence analysis and planning.
- Conduct site exploitation.
- Assess intelligence from site exploitations.
- Recommend site priorities and disposition.
- Perform field confirmatory identification and theater validation identification (CBRNE analytical and remediation activity).
- Perform sample collection and package and escort select items for further analysis.
- Plan for consequence management incidents.
- Send states CBRN forces integration.
- Provide consolidation status.
- Conduct risk management.
- Conduct exposure management.
- Conduct WMD-E risk management.
- Provide integration cell (fusion cell).
- Provide CBRNE technical experts who answer requests for information.
- Advise on site exploitation operations.
- Provide CBRNE technical assistance to intelligence assessments and future operations.
- Determine indicators and warnings of potential WMD threats.

CBRNE Brigade (Per Division, Corps, or Theater Army)

8-33. The mission of the CBRNE brigade is to command two to six subordinate CBRN battalions or equivalent elements conducting CBRN operations. The CBRNE brigade has following roles and responsibilities:
- Command CBRNE operations.
- Coordinate sustainment for CBRNE operations.
- Provide intelligence support to CBRNE operations.
- Employ battlefield obscuration.
- Provide staff planning and coordination for operations for assigned and attached units.

- Provide organizational maintenance support.
- Establish and operate internal and external communication nets.
- Remain at 100-percent mobility.
- Depend on sustainment command for classes of supply, maintenance, recovery, and field service support.
- Provide external support for enhanced communication.

Nuclear Operations

8-34. The United States Army Nuclear and Combating Weapons of Mass Destruction Agency (known as USANCA) maintains nuclear employment augmentation teams to deploy worldwide and augment the planning staff of Army headquarters at corps or echelons above corps. Each team provides offensive nuclear target analysis, nuclear operational support, and adaptive nuclear planning at the commander's request. The nuclear employment augmentation team provides the resident expertise in offensive nuclear planning and execution. This expertise offsets a lack of knowledge and doctrine at the geographic combatant command level to ensure an Army or joint interface in theater nuclear operations.

8-35. The nuclear employment augmentation team provides nuclear targeting experience and assistance in analyzing the impact of offensive nuclear weapons on the friendly scheme of maneuver. The team allows the commander to analyze theater nuclear plans independently to ensure ground campaign synchronization. The nuclear employment augmentation team is available to assist Army planning staffs in offensive nuclear operations, exercise participation, and operation plan development.

OTHER ORGANIZATIONS FOR THEATER SUPPORT

8-36. Several other organizations provide support to the theater army. These organizations include the EOD group, information operations elements, a theater special operations command, a captured materiel exploitation center, regional support groups, a maneuver enhancement brigade, digital liaison teams, and a battlefield coordination detachment.

EXPLOSIVE ORDNANCE DISPOSAL GROUP

8-37. A theater army supporting major operations is allocated an EOD group. An EOD group has EOD battalions that support Army forces at the division and corps levels. In a joint environment, Navy EOD groups also may support a theater army and provide EOD battalions (Navy EOD mobile units) to the joint force at division and corps levels. Army and Navy EOD forces are similarly structured with brigade, battalion, and company-sized units. The senior EOD commander normally functions as the EOD special staff officer for the senior deployed Army headquarters. An EOD group or battalion positions its EOD companies at locations in which they can support the maneuver commander. The EOD group headquarters commands all Army EOD assets and operations in a theater of operations and can serve as the basis for a counter-improvised explosive device (C-IED) task force. (See ATP 4-32 for a discussion of ordnance disposal.)

8-38. The C-IED task force organizes, integrates, and synchronizes capabilities that enable offensive, defensive, stability, and defense support of civil authorities operations across all phases of operations or campaigns to defeat improvised explosive devices as operational and strategic weapons of influence. Normally, a C-IED task force is organized around an EOD group and augmented with C-IED enablers, such as expeditionary forensic laboratories and combined explosives exploitation cells. With this organization and augmentation, a C-IED task force can complete technical and forensic collection and exploitation of improvised explosive devices, associated components, improvised weapons, and other weapon systems. (See JP 3-15.1 and ATP 2-22.4 for a discussion of improvised explosive devices.)

INFORMATION OPERATIONS ELEMENTS

8-39. The Army provides information operations support to the theater army through elements dedicated to helping theater organizations analyze and operate within an increasingly complex information environment. These units augment theater forces with deployable mission-tailored support teams as well as planning

support, intelligence analysis, and technical assistance based in the continental United States. Information operations elements train to operate within the joint information operations doctrinal construct and the information operations construct. These support organizations include the 1st Information Operations Command (Land) from the Regular Army and theater information operations groups from the Reserve Components. The 1st Information Operations Command (Land) is a subordinate command of INSCOM and under administrative control (known as ADCON) of the Army Cyber Command. These organizations provide the following support:

- Field support teams.
- Vulnerability assessment teams.
- Operations security support teams.
- Reachback elements.
- Cyber opposing forces.

8-40. Field support teams provide information operations subject matter expertise to supported commands. The teams help those commands with the planning, execution, and assessment of information operations.

8-41. Vulnerability assessment teams help the supported commands identify information operations and cyberspace vulnerabilities within their operational procedures, policies, practices, and training. The teams also collaborate with the supported commands as they work to resolve the identified vulnerabilities.

8-42. Operations security support teams assist supported commands in assessing and developing unit operations security programs.

8-43. Reachback elements provide information operations and cyberspace operational planning support, intelligence analysis, and technical assistance for deployed forces requesting support.

8-44. Cyber opposing forces provide a noncooperative cyberspace threat during major exercises and training center rotations. This noncooperative cyberspace helps fully challenge the ability of deploying units operate in a hostile cyber threat environment.

8-45. A Reserve Component theater information operation group is allocated to a theater army to augment the capabilities of 1st Information Operations Command (Land). This group provides focused information operations analysis, planning, and assessment capabilities to designated Army and joint headquarters. The group also provides operations security support elements, information operations field support teams, and military deception planning capability to designated units down to brigade combat teams.

THEATER SPECIAL OPERATIONS COMMAND

8-46. The theater special operations command is the subordinate special operations command through which the geographic combatant commander normally exercises operational control of all special operations forces within the AOR. (See ADRP 3-05 for a discussion of special operations forces.) The commander of the theater special operations command serves as the primary advisor to the combatant commander for applying regionally aligned, Army special operations forces. As directed by the geographic combatant command, the theater army provides support to deployed special operations forces. The special operations commander coordinates with the theater army for sustainment requirements. The administrative control of Army special operations forces and logistic support of unique items for special operations forces normally remain in special operations channels.

CAPTURED MATERIAL EXPLOITATION CENTER

8-47. The captured materiel exploitation center is a theater army asset responsible for deriving intelligence from captured enemy materiel. This center oversees the collection, processing, analysis, and exploitation of data and information pertaining to foreign equipment and materiel. The theater army uses this data and information to prevent technological surprise, assess foreign scientific and technical capabilities, and develop countermeasures designed to neutralize an adversary's technological advantages. The Army's 203rd MI battalion deploys and initially manages the captured materiel exploitation center, ensuring the center endures for sustained operations. (See ATP 2-22.4 for information concerning the captured materiel exploitation center.)

REGIONAL SUPPORT GROUPS

8-48. Regional support groups deploy to provide contingency and expeditionary base operations support. These groups have responsibilities for managing facilities, providing administrative and logistic support of Soldier services, and ensuring the security of personnel and facilities on a base camp.

MANEUVER ENHANCEMENT BRIGADE

8-49. Maneuver enhancement brigades may be assigned to the theater army as well as to corps or divisions to command joint security areas designated by the JFC or to command the theater army support area. (See JP 3-10 for the use of maneuver enhancement brigades in joint security areas.)

DIGITAL LIAISON TEAMS

8-50. Digital liaison detachments can provide liaison capability among Army forces, joint or multinational forces land component, JTF, subordinate headquarters, and multinational headquarters to ensure communication, mutual understanding, and unity of purpose and action.

BATTLEFIELD COORDINATION DETACHMENT

8-51. A battlefield coordination detachment is a specialized, regionally focused Army element that serves as the senior Army operational commander's liaison with the air component or joint force air component command. This detachment co-locates with the joint air operations center, combined air operations center, or the Air Force air operations center. The battlefield coordination detachment is the Army's interface for systems connectivity to the joint air operations center and for personnel integration with joint air operations center counterparts. Tasks include facilitating the exchange of current intelligence and operational data, processing air support requests, monitoring and interpreting the land battle situation, coordinating air and missile defense, coordinating airlift, and integrating airspace requirements. The battlefield coordination detachment supports the ARFOR commander. When the corps is either the joint force land component command or ARFOR, the battlefield coordination detachment commander becomes the corps commander's liaison to the joint air operations center. The corps staff relays land component requirements and requests for joint force air component command support through the battlefield coordination detachment, and the battlefield coordination detachment represents the corps commander throughout the joint air tasking cycle in the joint air operations center. (See ATTP 3-09.13 for a discussion of the battlefield coordination detachment.)

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Appendix A
Defense Support of Civil Authorities

ROLE OF DEFENSE SUPPORT OF CIVIL AUTHORITIES

A-1.   Although exclusive to USARNORTH and USARPAC, the role of defense support of civil authorities (DSCA) is a critical role filled by the theater army. Usually following declaration of a disaster area, DSCA missions provide military forces, Department of Defense (DOD) civilians and contractors, and National Guard forces to support civil authorities.

A-2.   DSCA is support provided by federal military forces, DOD civilians, DOD contract personnel, DOD component assets, Army Reserve forces, and National Guard forces in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. National Guard forces are used when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32 status or when federalized. The term "National Guard" refers to the Army National Guard, the Air National Guard, the Army National Guard of the United States, and the Air National Guard of the United States.

A-3.   The military plays a vital role in homeland defense and DSCA missions. A key difference between the two missions is that normally DOD is the lead agency for homeland defense, and the DOD conducts DSCA missions in support of another primary agency.

A-4.   Two geographic combatant commands—USNORTHCOM and USPACOM—have responsibility for DSCA. Both USNORTHCOM and USPACOM have standing task forces that are directly supported by their assigned Army Service component commands (ASCCs). Most DSCA falls to USNORTHCOM with responsibility for the 48 continental United States, Alaska, and the United States possessions in the Caribbean. USPACOM accomplishes DSCA missions in Hawaii and United States Territories and possessions in the Pacific Ocean. The responsibility for DSCA does not correspond exactly with an area of responsibility (AOR).

A-5.   Usually, the commitment of federal military forces for DSCA missions follows a disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. A civil authority, usually a Federal Emergency Management Agency (FEMA) representative or a federal coordinating officer, coordinates with the defense coordinating officer to prepare a formal request for assistance and submit it to the DOD executive secretary. However, another federal agency may request federal military support. In addition, the President may bypass the usual request process and order the DOD to provide support. (See JP 3-08 for the usual process for mission assignment for federal forces.)

A-6.   Concurrently with the support request to the Joint Director of Military Support, the appropriate combatant command–either USNORTHCOM or USPACOM–develops the concepts of operations and support and submits a request for forces to the Joint Staff. The Secretary of Defense designates the supported combatant command and any supporting combatant commands. When validated, the request for forces becomes an order to the supporting combatant commands to provide the forces. Based on Army force generation (known as ARFORGEN), the ASCC coordinates with Department of the Army and FORSCOM (for most Army units) concerning required capabilities and appropriate ASCCs.

COMMAND AND CONTROL OF FEDERAL MILITARY FORCES

A-7.   The Secretary of Defense specifies the command relationship—either operational control or attached—of federal military forces to the gaining combatant command. The Secretary of the Army may direct modifications to administrative control (ADCON); if not, ADCON remains with the providing Army headquarters. Command arrangements for federal (Title 10) forces are adjusted to accommodate requirements.

A-8. If ordered by the President, the Secretary of Defense may activate certain National Guard and Army Reserve forces for federal service. Federalized National Guard forces pass to the operational control of the gaining combatant commander. Federalized Reserve and National Guard forces conducting DSCA in federal service (Title 10 status) change their ADCON to the gaining ASCC—usually USARNORTH. However, the ASCC coordinates with the providing adjutant general to continue as much of the ADCON as feasible through the respective states.

A-9. The defense coordinating officer serves as the Federal Emergency Management Agency's single point of contact for the Department of Defense's support in a specific area. The defense coordinating officer has a defense coordinating element consisting of a staff and military liaison officers to facilitate coordination and support to activated Emergency Support Functions. The joint force land component commander (JFLCC) provides the defense coordinating officer with any additional assets needed. The defense coordinating officer does not command military forces.

COMBATANT COMMAND ORGANIZATION

A-10. The President and Secretary of Defense command federal military forces through the combatant commands. Two geographic combatant commands have primary DSCA responsibilities: USNORTHCOM and USPACOM. The other combatant commands provide capabilities to USNORTHCOM and USPACOM for DSCA when directed by the Secretary of Defense. USNORTHCOM and USPACOM maintain several standing joint task forces that have primary missions associated with DSCA.

UNITED STATES NORTHERN COMMAND ORGANIZATION

A-11. USNORTHCOM anticipates and conducts homeland defense and DSCA involving federal military forces within its AOR to defend, protect, and secure the United States and its interests. According to the Chairman of the Joint Chiefs of Staff standing execute order for DSCA (known as the CJCS DSCA EXORD), the USNORTHCOM commander has the authority to alert and prepare to deploy assigned and allocated forces in support of a primary agency such as FEMA. The USNORTHCOM commander may request, deploy, and employ selected forces upon notification from the Chairman of the Joint Chiefs of Staff and the Secretary of Defense, in support of a validated request for assistance from a primary agency. USNORTHCOM may deploy a situational awareness team as an advance joint liaison element.

Army Service Component Command Assigned to USNORTHCOM

A-12. USARNORTH is the ASCC and theater army assigned to USNORTHCOM. Additionally, USNORTHCOM designates USARNORTH as the standing JFLCC for the USNORTHCOM AOR. Serving as both the ASCC and standing joint force land component command, USARNORTH commands and controls federal military forces conducting DSCA, homeland defense, and theater security cooperation. USARNORTH maintains a main command post based at Fort Sam Houston and a contingency command post capable of operating as a joint task force with augmentation. The contingency command post is organized for rapid land or air deployment anywhere in the USNORTHCOM AOR. The contingency command post has communications systems compatible with joint and interagency partners that use satellite links. In response to an incident, USARNORTH typically deploys the contingency command post near the joint field office.

A-13. The defense coordinating officers and defense coordinating elements for all ten FEMA regions are assigned to USARNORTH. (Figure A-1 illustrates USNORTHCOM and USARNORTH organization for DSCA.)

Standing Joint Task Forces Assigned to USNORTHCOM

A-14. Joint Task Force–Civil Support is a standing joint task force headquarters assigned to USNORTHCOM and under the operational control of USARNORTH. It plans and integrates DOD support for chemical, biological, radiological, and nuclear (CBRN) incidents. During support for CBRN incidents (this support includes CBRN consequence management), Joint Task Force–Civil Support forces consist mainly of defense CBRN response force units as provided to USNORTHCOM. The commander, USNORTHCOM, deploys Joint Task Force–Civil Support to establish control of federal military forces

supporting a CBRN incident. USNORTHCOM may deploy Joint Task Force–Civil Support to the USPACOM AOR to provide CBRN incident support, when requested.
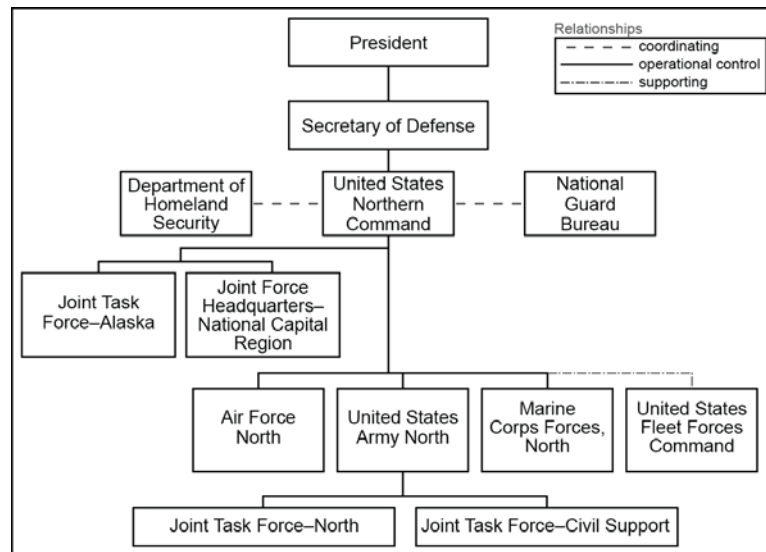
Figure A-1. Example of USNORTHCOM and USARNORTH organization

A-15. Joint Task Force–North is a standing joint task force assigned to USNORTHCOM and under the operational control of USARNORTH. It employs military capabilities in support of federal civilian law enforcement agencies in the homeland.

A-16. Joint Task Force–Civil Support and Joint Task Force–North are under operational control of USARNORTH. Joint Task Force–Civil Support and the USARNORTH contingency command post can quickly form as a joint task force to command and control federal forces. The joint force land component command, designated as the main supported effort, commands and controls federal military forces and joint task forces operating in small- and medium-scale DSCA missions.

A-17. Joint Task Force–Alaska, headquartered at Elmendorf Air Force Base, is a subordinate command of USNORTHCOM. It is composed of Soldiers, Sailors, Airmen, and DOD civilian specialists. Joint Task Force–Alaska's mission is to deter, detect, prevent, and defeat threats within the Alaska joint operations area to protect United States territory, citizens, and interests, and as directed, conduct DSCA. Within its operational area, Joint Task Force–Alaska plans and integrates DOD homeland defense efforts and provides DSCA to civilian agencies such as FEMA.

A-18. The Joint Force Headquarters–National Capital Region plans, coordinates, and maintains situational awareness in the National Capital Region to safeguard the Nation's capital.

A-19. Other allocated or theater-committed military assets for homeland defense and DSCA include a theater sustainment command, an air and missile defense command, a contracting support brigade, and a human resources command.

UNITED STATES PACIFIC COMMAND ORGANIZATION

A-20. USPACOM conducts DSCA in Hawaii, Guam, and American Samoa and the United States territories within its AOR. USPACOM conducts DSCA through assigned Service components and designated functional components. It has one standing joint task force (Joint Interagency Task Force–West) that supports civilian law enforcement agencies. It can also activate Joint Task Force–Homeland Defense to perform DSCA and homeland defense missions.

A-21. According to the Chairman of the Joint Chiefs of Staff standing execute order for DSCA, the USPACOM commander has the authority to alert and prepare to deploy assigned and allocated forces in support of a primary agency. The USPACOM commander may request, deploy, and employ forces upon

notification from the Chairman of the Joint Chiefs of Staff and Secretary of Defense, in support of a validated request for assistance from a primary agency.

Army Service Component Command Assigned to USPACOM

A-22. USARPAC is the ASCC and theater army assigned to USPACOM. USARPAC commands Army forces in the Asia-Pacific region. USARPAC includes approximately 80,000 Soldiers spanning from the Northwest Coast and Alaska to the Asia-Pacific region, including Japan. In addition, USPACOM has designated USARPAC as the theater-joint force land component command for the USPACOM AOR.

A-23. USARPAC is engaged throughout the Asia-Pacific region. It provides trained, ready combat, and enabling forces and plays a key role in USPACOM's theater security programs. USARPAC provides training support—as well as humanitarian assistance and DSCA—to National Guard and Army Reserve forces in Alaska, Hawaii, Guam, and American Samoa.

Standing Joint Task Forces Assigned to USPACOM

A-24. USPACOM's standing joint task force, Joint Interagency Task Force–West, is the executive agent for federal military support to civilian law enforcement agencies for counterdrug and drug-related activities. This joint task force (formerly Joint Task Force–5) detects, disrupts, and dismantles drug-related transnational threats in Asia and the Pacific. Joint Interagency Task Force–West supports civilian law enforcement agencies and performs other activities to protect United States security interests in the homeland and abroad.

FEDERAL MILITARY COMMAND

A-25. Federal forces providing DSCA remain under the command of the President. Command is exercised through the geographic combatant commander.

A-26. For any federal force operating in the USNORTHCOM AOR, the JFLCC (USARNORTH) determines the required capabilities and the appropriate command relationships, depending on the situation. However, in the USNORTHCOM AOR, the USNORTHCOM commander identifies the base support installation.

A-27. Usually, USNORTHCOM directs USARNORTH—as the standing joint force land component command—to deploy a contingency command post or joint task force to provide command and control for federal forces accomplishing DSCA missions. The joint force land component command is designated as the main supported effort. In a large response, separate joint task forces could be employed simultaneously, under operational control of the joint force land component command. Should a catastrophic event occur, a corps headquarters could become the main supported effort, with the JFLCC under operational control of the USNORTHCOM commander. In that case, the JFLCC sets the theater and provides theater sustainment.

A-28. Both USNORTHCOM and USARNORTH routinely deploy situational assessment teams to disaster areas before the United States decides to commit federal military forces. These teams deploy to the incident area and come under the operational control of the defense coordinating officer. The defense coordinating officer facilitates coordination and information sharing between the assessment teams and the various emergency support functions. If required, the defense coordinating officer coordinates for information sharing among the assessment team, the state emergency operations center, and the joint force headquarters-state. Once an assessment team provides its findings to its parent headquarters, it becomes part of the defense coordinating element. As part of the defense coordinating element, assessment teams continue to provide situation updates to their former headquarters through the defense coordinating officer's situation report.

A-29. USNORTHCOM or USARNORTH also sends liaison teams to DOD installations nearby to assess the potential basing requirements. If deployment of federal forces is likely, USARNORTH deploys a contingency command post to the vicinity of the joint (or multiagency) field office. From there, the contingency command post usually coordinates requirements between the defense coordinating officer and either USNORTHCOM or USARNORTH, assists the defense coordinating element, and begins tying in command of federal military forces with the joint field office.

Appendix B
Army Executive Agent Responsibilities

EXECUTIVE AGENT

B-1. As defined in DODD 5101.1, the Department of Defense (DOD) executive agent is the head of a DOD component to which the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities. This executive agent provides defined levels of support for operational missions, or administrative or other designated activities that involve two or more DOD components. As a result, in addition to its Army support to other Services requirements, an Army Service component command has many other tasks it must perform because of a DOD directive, United States Code, or other authority.

RESPONSIBILITIES

B-2. Table B-1 on pages B-1 and B-2 lists all functions the Army has executive agent responsibility to perform. A tasking for the theater army to perform these tasks often results from a request from the Army executive agent to the combatant commander. (See the Web site for the Office of the Administrative Assistant to the Secretary of the Army for details on the responsibilities.)

Table B-1. Executive agent responsibilities

Title	Army executive agent
Anthrax Vaccination and Immunization Program	The Surgeon General
Armed Forces Health Surveillance Center	The Surgeon General
Armed Forces Medical Examiner System	The Surgeon General
Armed Services Blood Program Office	The Surgeon General
Blast Injuries	The Surgeon General
Center of Excellence in Psychological Health and Traumatic Brain Injury	The Surgeon General
Chemical and Biological Defense Program	ASA for Acquisition, Logistics, and Technology
Chemical Demilitarization Program	ASA for Installations
Commander's Emergency Response Program	ASA Financial Management and Comptroller)
Contingency Fatality Operations	DCS, G-1 and ASA
Contract Linguists	DCS, G-2
Contracting for New Dawn/Enduring Freedom	ASA for Acquisition, Logistics, and Technology
Counter Radio-Controlled Improvised Explosive Device Electronic Warfare Technology	TBD
DLI Foreign Language Center	DCS, G-3/5/7
DOD Biometrics	Provost Marshal General
DOD Civilian Police/Security Physical Fitness	Provost Marshal General
DOD Combat Feeding Research and Engineering	Combat Feeding Directorate
DOD Detainee Operations Policy	Provost Marshal General
DOD Level III Corrections	Provost Marshal General
DOD Military Immunization Program	The Surgeon General

Table B-1. Executive agent responsibilities (continued)

Title	Army executive agent
DOD Passport and Passport Agent Services	Administrative ASA
DOD Support to United Nations Missions	DCS, G-3/5/7
DOD Veterinary Services Program	The Surgeon General
Establishment of DOD Laboratory Presence in the Country of Georgia	TBD
Explosive Safety Management	ASA for Acquisition, Logistics, and Technology
Financial Disclosure Management Program Office	Army Office of General Counsel
Forensics	Provost Marshal General
Homeowner Assistance Program	ASA for Installations, Energy and Environment
Immunization Program for Biological Warfare	The Surgeon General
Joint Center for International Security Force Assistance	DCS, G-3/5/7
Joint Improvised Explosive Device Defeat Organization	Administrative ASA
Joint Medical Executive Skills Development Program	The Surgeon General
Joint Services Records Research Center	Administrative ASA
Law of War Program	The Judge Advocate General
Management of Land Based Water Resources	DCS, G-4
Military Assistance to Safety and Traffic	DCS, G-3,5,7
Multinational Force and Observers Sinai	DCS, G-3/5/7
Use of After Government Employment Advice Repository	Army Office of General Counsel
Recruiting Facilities Program	ASA for Installations, Energy and Environment
Support for Non-Federal Entities on Military Installations	DCS, G-1
United States Military Entrance Processing Command	DCS, G-1
Unexploded Ordnance Center of Excellence	ASA for Installations, Energy and Environment
USCENTCOM Rest and Recuperation Leave Program	DCS, G-1
Western Hemisphere Institute for Security Cooperation	DCS, G-3/5/7

ASA	Assistant Secretary of the Army	G-4	assistant chief of staff, logistics
DCS	deputy chief of staff	TBD	to be determined
G-1	assistant chief of staff, personnel	USCENTCOM	United States Central Command
G-3/5/7	assistant chief of staff, operations and plans		

Source Notes

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. The proponent manual for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AADC	area air defense commander
AAMDC	United States Army Air and Missile Defense Command
ACOS	assistant chief of staff
ADCON	administrative control
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AOR	area of responsibility
AR	Army regulation
ARCENT	United States Army Central Command
ARSOF	Army special operations forces
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASCC	Army Service component command
ATP	Army techniques publication
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
C-IED	counter-improvised explosive device
CONUS	continental United States
DA	Department of the Army
DOD	Department of Defense
DODD	Department of Defense directive
DSCA	defense support of civil authorities
EOD	explosive ordnance disposal
ESC	expeditionary sustainment command
FA	field artillery
FEMA	Federal Emergency Management Agency
FM	field manual
FORSCOM	United States Army Forces Command
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-2X	assistant chief of staff, counterintelligence and human intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-6	assistant chief of staff, signal
G-8	assistant chief of staff, financial management
G-9	assistant chief of staff, civil affairs operations

GCC	geographic combatant commander
INSCOM	United States Army Intelligence and Security Command
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	communications system directorate of a joint staff
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JOA	joint operations area
JP	joint publication
JTF	joint task force
MEDCOM (DS)	medical command (deployment support)
MI	military intelligence
MLRS	multiple launch rocket system
mm	millimeter
MP	military police
OCONUS	outside the continental united States
OPCON	operational control
RSOI	reception, staging, onward movement, and integration
S-1	battalion or brigade manpower and personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
SOF	special operations forces
TC	training circular
TSC	theater sustainment command
TSOC	theater special operations command
U.S.	United States
USAFRICOM	United States Africa Command
USAMC	United States Army Materiel Command
USARCENT	United States Army, Central Command
USARNORTH	United States Army, North
USARPAC	United States Army, Pacific Command
USASOC	United States Army Special Operations Command
USC	United States Code
USEUCOM	United States European Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USS	United States ship
USSOUTHCOM	United States Southern Command
USTRANSCOM	United States Transportation Command

WMD	weapons of mass destruction
WMD-E	weapons of mass destruction-elimination

SECTION II – TERMS

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

common-user logistics

Materiel or service support shared with or provided by two or more Services, Department of Defense agencies, or multinational partners to another Service, Department of Defense agency, non-Department of Defense agency, and/or multinational partner in an operation. (JP 4-09)

distribution management

The function of synchronizing and coordinating a complex of networks (physical, communications, information, and financial) and the sustainment warfighting function (logistics, personnel services, and health service support) to achieve responsive support to operational requirements. (ATP 4-0.1)

executive agent

A DOD component which has been designated by the President, DOD, or Congress as the sole agency to perform a function or service for others. (DA Memo 10-1)

foreign internal defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. (JP 3-22)

function

(Army) A practical grouping of tasks and systems (people, organizations, information, and processes) united by a common purpose. (ADP 1-01)

role

The broad and enduring purpose for which the organization or branch is established. (ADP 1-01)

security cooperation

All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation. (JP 3-22)

security force assistance

The Department of Defense activities that contribute to unified action by the US Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 3-22)

security sector reform

A comprehensive set of programs and activities undertaken to improve the way a host nation provides safety, security, and justice. (JP 3-07)

task

A clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority. (JP 1)

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Index

Entries are by paragraph number.

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