FM 4-94
February 2010

THEATER SUSTAINMENT COMMAND

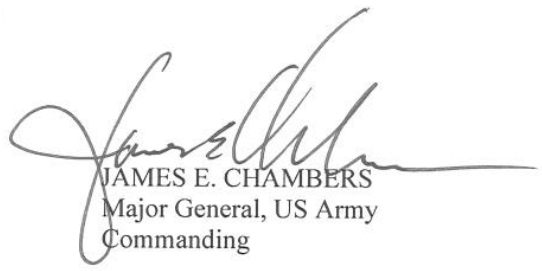
Headquarters, Department of the Army

FOREWORD

The Army has undergone a dramatic transformation over the last five years. It has become a modular "brigade-based" Army that is more responsive to combatant commander's needs. It better employs joint capabilities, facilitates force packaging and rapid deployment, and fights as self-contained units in non-linear, non-contiguous operations. Evolving from a rigid, multi-echeloned formation to a more flexible, centralized structure that eliminates redundancy and streamlines support by removing unnecessary layers while remaining responsive to the needs of a joint and expeditionary Army.

This edition of FM 4-94, the first revision since 2003, describes the TSC and how it relates to the combatant command as part of the modular Army. This manual will fill an immediate need, providing commanders and their staff with the doctrinal tools to succeed.

In its current form, this manual provides the intellectual underpinnings that lie at the core of how a TSC and its subordinates operate. It gives an understanding of the modular logistics structure and how to apply effective command and control. By reading this FM, commanders and their staffs will be familiar with the TSC mission, organization, roles and key tasks to perform.



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Commanding

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Field Manual
No. 4-94

Headquarters
Department of the Army
Washington, DC, 12 February 2010

Theater Sustainment Command

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Preface

This publication provides fundamental guidance for the employment of the theater sustainment command (TSC) and expeditionary sustainment command (ESC) to command and control Army deployment and sustainment operations conducted in support of joint and multinational operations across the spectrum of conflict.

PURPOSE

Field Manual (FM) 4-94 establishes Army doctrine for operational-level deployment and sustainment by providing overarching doctrinal direction for Army operations conducted in support of full spectrum operations detailed in other Army manuals. FM 4-93.4 also provides a foundation for the development of appropriate tactics, techniques, and procedures.

SCOPE

FM 4-94 is comprised of six chapters. Chapter 1 discusses the TSC's role in full spectrum operations through discussions of the operational environment, theater structure, strategic level support organizations, and support to joint and multinational operations. Chapter 2 discusses the mission and organization of the TSC, the ESC, and subordinate organizations (including attached units). Chapter 3 discusses the automation and communication systems used to command and control operations. Chapter 4 discusses support operations to include distribution and materiel management, movement control, sustainment, and common-user logistics support. Chapter 5 discusses the strategic and joint interfaces that are required to optimize theater distribution. Chapter 6 discusses the TSC's role in protection.

APPLICABILITY

FM 4-94 provides operational guidance for commanders and staffs assigned to a numbered Army, an Army Service Component Command, a TSC headquarters and their subordinate units. This publication applies to the Active Army, the Army National Guard (ARNG)/the Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

ADMINISTRATIVE INFORMATION

Headquarters, U.S. Army Training and Doctrine Command, is the proponent for this publication. The preparing agency is the Training and Doctrine Development Directorate, U.S. Army Combined Arms Support Command and SCoE, ATTN: ATCL-TDD, Fort Lee, Virginia, 23831. Send written comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Support Command, ATTN: ATCL-CDD, Fort Lee, Virginia 23801.

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Chapter 1

The Theater Sustainment Command (TSC) Role within the Spectrum of Conflict

The spectrum of conflict is a complex, interconnected, and increasingly global operational environment encompassing air, land, maritime, and space domains and the information environment. It is within this setting that the theater sustainment command (TSC) commands and controls Army operational-level support of a joint or multinational force; providing centralized command and control (C2) and decentralized operations throughout the theater. The TSC and its subordinate units are assigned to an Army Service component command (ASCC). This chapter discusses the operational environment, theater structure, strategic-level support organizations, and support to joint and multinational operations.

SECTION I: OPERATIONAL ENVIRONMENT

1-1. Understanding a given operational environment is essential to the successful execution of deployment and sustainment operations conducted in support of geographic combatant commander (GCC) objectives. Analysis of a specific operational environment is framed in the context of political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) relationships. This PMESII-PT analysis provides relevant information essential to understanding any given operational environment, including that of a particular GCC. Commanders can apply the understanding gained from this analysis to a mission analysis more narrowly focused on mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Understanding their operational environment allows TSC commanders to effectively and efficiently employ capabilities throughout the theater.

1-2. A range of factors will affect ground force operations in an era of persistent conflict. These factors include the evolving war on terrorism, globalization of economies, climate change and natural disasters, failed or failing states, and proliferation of weapons of mass destruction. At the same time, it is envisioned the United States (U.S.) will become increasingly involved in ambiguous conflicts involving non-state adversaries operating in complex environments. As a result of a changing operational environment, logisticians must be prepared to conduct support operations in a variety of vastly different operational environments. The specific operational environments may be characterized by:

- A complex, non-contiguous battlefield, where boundaries may not be clearly defined.
- A threat scenario in which potential adversaries are not readily identifiable.
- Simultaneous, geographically dispersed operations that may result in long lines of communication.
- Increased coordination between organizations and functions to achieve desired effects.
- Joint or single Service organizations operating in a collaborative or interdependent joint environment.
- Joint, single Service and multinational force interaction with intergovernmental organizations (IGO), non-governmental organizations (NGO), and contractors.

SECTION II: THEATER STRUCTURE

GEOGRAPHIC COMBATANT COMMAND

1-3. GCCs exercise combatant command (COCOM) authority over all forces to accomplish the missions assigned to the command. COCOM cannot be delegated or transferred. Operational control (OPCON) is inherent in COCOM and may be delegated within the combatant command by the GCC.

1-4. GCCs develop plans for the purpose of achieving strategic and theater objectives through unified action. The plan is the central organizing document for joint warfare; establishing subordinate commands, assigning responsibilities, establishing appropriate command relationships and support priorities, and establishing coordinating instructions for component commanders.

1-5. GCCs have the authority to organize forces, as required, to accomplish assigned missions. Accordingly, a GCC may designate a Service component commander as a joint force functional component commander to improve span of control and provide for unity of effort. The GCC may also establish one or more joint force commands to improve span of control.

1-6. The geographic combatant command logistics directorate (J-4) is responsible for developing logistics plans, formulating policies that ensure effective logistics support for all forces in the command, and coordinating execution of the commander's policies and guidance. The coordination and supervision of deployment and distribution, supply, maintenance, logistics services, operational contract support, and engineering are integral to providing effective logistics support across the spectrum of conflict. Because many of the issues confronting this directorate are of a single-Service nature, close coordination and collaboration with the Service component commands or their designated representatives are necessary for achieving unity of effort.

1-7. Unity of effort is also achieved through the synchronization and integration capabilities of the Joint deployment distribution operations center (JDDOC). Resourced by the GCC and augmented by United States Transportation Command (USTRANSCOM), Defense Logistics Agency (DLA), the Services, and other national partners, the JDDOC enables a seamless transition between the strategic deployment and distribution processes and operational-level functions; enabling optimum use of available resources to achieve improved efficiency and effectiveness. JDDOC capabilities are discussed below and in Chapter 5.

JOINT DEPLOYMENT DISTRIBUTION OPERATIONS CENTER

1-8. The JDDOC is a joint capability designed to support GCC operational objectives by synchronizing and integrating strategic and multimodal theater resources to maximize deployment, distribution, and sustainment. Its goal is to maximize GCC combat effectiveness through improved total asset visibility, enabling more effective deployment and distribution. (See JP 3-35.)

1-9. The JDDOC, under the control and direction of the GCC, directs, coordinates, and synchronizes deployment and redeployment (including withdrawal) execution, and distribution operations to enhance the GCC's ability to effectively and efficiently build, sustain, and redeploy combat power.

1-10. The JDDOC is an integral component of the GCC staff, normally under the staff supervision of the geographic combatant command Director of Logistics (J-4). However, GCC's can place the JDDOC at any location required or under the operational control of another entity in the GCC area of responsibility, to include the TSC.

1-11. The JDDOC provides the GCC with the capability to:

- Exercise centralized control for strategic deployment and distribution that reliably and rapidly communicates, as well as satisfies, logistics requirements.
- Provide effective management of the transition between strategic and intratheater segments of the distribution system.

- Effectively link deployment and distribution process owners within the Services and other agencies in order to better shape support and services for military operations. (See JP 3-35.)
- Provide a link between the theater and the joint deployment distribution enterprise (JDDE).

ARMY SERVICE COMPONENT COMMAND

1-12. Each GCC has a Service component commander from each Service-level organization (Army, Air Force, Marine Corps, Navy, and Coast Guard). In order to fulfill its requirement to provide a Service component commander, the Army uses an ASCC headquarters table of organization and equipment (TOE) structure (TOE 51600G000). These ASCC headquarters are apportioned one to each unified and selected sub unified combatant command. The ASCC assigned to each GCC supports all areas required under Title 10 United States Code (USC).

1-13. The ASCC is the senior Army command in a theater. It includes the Service component commander and all Army personnel, organizations, units, and installations that have been assigned to the combatant command to which the ASCC is assigned.

1-14. The ASCC commander serves as the principal advisor to the GCC for supporting and employing Army forces in theater. The ASCC accomplishes this by participating in mid- and long-range planning to support the GCC theater strategy and plan. In addition to fulfilling its Service-specific responsibilities, the ASCC may be tasked to play a joint role during military operations. For example, the GCC may designate the ASCC as the joint force land component commander (JFLCC). With augmentation, the ASCC is also capable of providing a joint task force (JTF) capable headquarters to serve as the joint headquarters for smaller-scale contingencies.

1-15. The ASCC commander performs three strategic and operational level tasks that provide the necessary capabilities required of Army forces assigned or attached to a joint force. They are:

- Establish linkages and coordinate with the joint force headquarters and other Service component commanders.
- Conduct operations.
- Conduct support operations to deploy and sustain the Army Forces assigned or attached to the theater.

1-16. ASCC responsibilities within a theater are complex. Part of this complexity involves a wide array of deployment, movement, and sustainment functions. Its focus is on theater support operations (force generation, force sustainment, and redeployment) for Army forces and other Services, nations, and agencies when the ASCC has lead Service responsibility. Key responsibilities include:

- Reception, staging, onward movement, and integration (RSOI) of units, personnel, supplies, and equipment.
- Distribution management.
- Movement control.
- Allocating, managing, and redeploying units and Soldiers.
- Managing and conducting in-theater contracting to acquire supplies and services to support the mission.
- Reconstituting capabilities in accordance with GCC priorities.
- Sustainment maintenance of Army theater assets that support the supply system.
- Establishing and managing medical treatment facilities, medical materiel management, providing veterinary support, and functioning as the single integrated medical logistics manager (SIMLM) when directed.
- Providing personnel services functions.
- Plan, integrate and provide government oversight support for operational contract support actions.

- Planning, coordinating, managing, and supervising the redistribution of intratheater excess property and shortage items.
- Planning, coordinating, managing, and supervising ARFOR redeployment, reconstitution, and retrograde activities within the theater.
- Coordinating with Department of Army G-4 and G-8 regarding retrograde and reset requirements.
- In accordance with GCC policies, and in conjunction with DLA, planning and implementing hazardous waste management and disposal policies and procedures.

1-17. The ASCC commander is responsible for providing the necessary capabilities required of ARFOR assigned to a joint force. The Army support structure enables a phased expansion of capabilities and functions linked to mission requirements.

ARMY FORCES

1-18. As part of his support to the GCC, the ASCC commander designates a commander, ARFOR, to support each joint force commander (JFC)/JTF. If an Army commander is designated as the JTF commander, then the next senior Army commander in the joint operations area (JOA) is designated as the ARFOR commander. The ARFOR commander executes those Title 10 USC Service-specific responsibilities that the ASCC commander assigns in support of the JFC/JTF.

1-19. Only the ASCC commander can transfer ARFOR commander responsibilities. This is because the ASCC commander is ultimately responsible to the Department of the Army (DA) for the Army's lead Service and Title 10 USC support to the GCC. Routine ARFOR command functions include those regular communications through ASCC and DA channels that facilitate the provision of ARFOR to the JFC and their sustainment in the area of operations (AO). Non-routine ARFOR command functions would likely include military-political issues, serious incidents, and certain disciplinary matters. The ASCC commander determines the criteria for routine and non-routine functions.

1-20. When an AO/JOA is established within a theater, the ASCC commander establishes support priorities in accordance with ARFOR requirements to achieve GCC objectives. A supporting to supported relationship is established between the ARFOR and the TSC which permits the TSC to employ theater-wide resources to provide timely, responsive operational-level support to the ARFOR.

SECTION III: NATIONAL STRATEGIC-LEVEL SUPPORT ORGANIZATIONS

DEFENSE LOGISTICS AGENCY

1-21. DLA is the Department of Defense (DOD) strategic logistics provider. DLA supports each GCC with a DLA contingency support team (DCST) as its focal point for coordinating DLA activities throughout the theater. It integrates materiel management support of DLA common commodities such as subsistence, clothing and other general supplies, package/bulk petroleum, and medical materiel. The DCST provides disposal support as appropriate including the disposal of hazardous waste. The DCST also provides contract administration services and support through attached DCMA elements.

1-22. DLA is responsible for providing a variety of supply, acquisition, and technical services to the military Services. These services include inventory management, procurement, warehousing, and distribution for all classes of supply (except Classes V and VI); administration of all military Service weapon systems acquisition contracts; and provides disposal support through the Defense Reutilization and Marketing Service (DRMS) as appropriate. In general, DLA eliminates logistical redundancy within the Services and standardizes common supplies.

1-23. In the theater, DLA, through the DRMS, provides reutilization and marketing services. It establishes theater-specific procedures for the reuse, demilitarization, or disposal of foreign excess personal property including equipment, supplies, and hazardous materiel (HAZMAT) and waste.

DEFENSE CONTRACT MANAGEMENT AGENCY

1-24. DCMA may be directed to provide administrative contract services for contracts awarded by all DOD components and other designated federal and state agencies, and foreign governments. DCMA is responsible for assuring that procured materiel and services are satisfactory and delivered when and where needed. DCMA is a separate combat support agency under DOD and deploys its own command structure when supporting contingency operations The services performed by DCMA may include:

- Contract management.
- Pre-award survey.
- Contractor payment.
- Support to small business and labor surplus areas.
- Transportation and packaging assistance.
- Acquisition planning support services.
- Financial services.
- Engineering support services.
- Property management.
- Quality assurance and product acceptance.
- Software acquisition management.
- Specialized safety.

DEFENSE FINANCE AND ACCOUNTING SERVICE

1-25. The Defense Finance and Accounting Service (DFAS) is responsible for the delivery and responsive accounting and financial management services for DOD. They provide timely and useful business intelligence to decision-makers who, with the right information, can more effectively manage their resources in support of our troops at home and abroad. DFAS is an agency supporting the Office of the Under Secretary of Defense, Comptroller, the principal advisor to the Secretary of Defense for budgetary and fiscal matters. As such, it is the responsibility of DFAS to coordinate and collaborate with all civilian defense agencies, the military Services and combatant commands.

UNITED STATES JOINT FORCES COMMAND

1-26. United States Joint Forces Command (USJFCOM) supports deployment operations as the lead joint force integrator, leader of joint concept development, lead agent for joint force training, and the primary conventional joint force provider to combatant commanders, which includes serving as the DOD joint deployment process owner (JDPO). As JDPO, USJFCOM is responsible for maintaining the global capability for rapid and decisive military force power projection. As the JDPO, USJFCOM is also responsible for leading the collaborative efforts of the joint planning execution community to improve the joint deployment and redeployment processes, while maintaining their overall effectiveness so that all supported joint force commanders and supporting DOD components can execute military force power projection more effectively and efficiently. (See JP 3-35.)

Note. A process owner is the head of a DOD component assigned responsibility by the Secretary of Defense when process improvement involves more than one DOD component. The process owner has the responsibility for coordinating, sustaining, and improving processes, coordinating the creation of new processes, where appropriate; and being accountable for their outcomes. Process owners advocate improvements for and across all DOD components for effectiveness, efficiency, and alignment relevant to a particular process.

UNITED STATES TRANSPORTATION COMMAND (USTRANSCOM)

USTRANSCOM is a functional combatant command responsible for providing and managing strategic common-user airlift, sealift, and terminal services worldwide. USTRANSCOM's deployment distribution operation center (DDOC) is USTRANSCOM's single focal point for all combatant command and major shipper customers, including the Office of the Secretary of Defense, Joint Staff, Army and Air Force Exchange Service, DLA, and the Services. The DDOC monitors the status of planned and ongoing movements in the defense transportation system through the global transportation network (GTN). The DDOC interfaces with the GCC's JDDOC.

1-27. Additionally, as the distribution process owner, USTRANSCOM is responsible for integrating and synchronizing strategic and theater deployment execution and distribution operations within each GCC's area of responsibility. It also provides personnel augmentation to the GCC's JDDOC.

1-28. USTRANSCOM's Service components include: the U.S. Air Force's Air Mobility Command (AMC) for airlift, the U.S. Navy's Military Sealift Command (MSC) for sealift, and the U.S. Army's Military Surface Deployment and Distribution Command (SDDC) for terminal services worldwide.

1-29. The TSC coordinates through the JDDOC for visibility of strategic distribution and deployment. A JDDOC may be located in the TSC distribution management center (DMC) to facilitate this effort. The TSC also establishes links with SDDC, MSC, and AMC to coordinate seaport and aerial port operations, respectively, and to maintain in-transit visibility of movements in and throughout a GCC's specified theater.

AIR MOBILITY COMMAND

1-30. AMC is the U.S. Air Force airlift component of the USTRANSCOM and serves as the single port manager (SPM) for air mobility. AMC aircraft provide the capability to deploy the Army's armed forces anywhere in the world and help sustain them in conflict or peace. As follow-on forces to USTRANSCOM's joint task force–port opening (JTF-PO) (aerial port of debarkation) (APOD), AMC performs single port management functions necessary to support the strategic flow of the deploying forces' equipment and supplies from the aerial port of embarkation (APOE) to the theater.

1-31. APOEs and APODs are usually designated joint aerial complexes and managed by AMC. Where designated, AMC is also the operator of common-use APOEs and/or APODs. The operation of a joint aerial complex can be divided into two parts: air terminal operations and air terminal support operations. Air terminal operations are run by AMC. The TSC typically has responsibility for air terminal support operations (less health service support) that facilitate RSOI of deploying forces and materiel to designated tactical assembly areas (TAAs) to include redeployment operations.

1-32. Air terminal operations include supervising cargo documentation, cargo loading and unloading, providing clearance, movement operations, and security. As SPM, AMC and the TSC work together to provide a seamless strategic/theater interface in order to provide for the efficient RSOI of forces and supplies to and from the theater.

1-33. Air terminal support operations include port clearance, operation of holding and marshalling areas, postal operations, personnel processing, movement control, onward movement, security, and life support. The TSC may perform some of these functions at locations other than the joint aerial complex.

1-34. A host nation (HN) may limit the APOE/APOD to military use or the military may share the facility with commercial activities. In the latter case, commercial carriers, governmental and non-governmental agencies, and the military often compete for the use of limited resources.

MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND

1-35. SDDC is the Army surface transportation component of USTRANSCOM and is DOD's SPM at the seaport of embarkation (SPOE) and the seaport of debarkation (SPOD). USTRANSCOM exercises combatant command of SDDC forces. SDDC is also a major subordinate command of the United States Army Materiel Command (USAMC) who has administrative control (ADCON) for Title 10 functions. SDDC's relationship with a specified GCC is supporting to supported (unless otherwise specified by the Secretary of Defense).

1-36. SDDC performs SPM functions necessary to support the strategic flow of the deploying forces' equipment and supplies to and from the theater. In carrying out this responsibility, SDDC works closely with the JDDOC, TSC, and MSC to coordinate the arrival, discharge, or loading of vessels in accordance with GCC priorities. As SPM, SDDC and the TSC work together to provide a seamless strategic/theater interface in order to provide for the efficient RSOI of unit equipment and supplies to and from the theater. SDDC is also responsible for providing management of all port operations within the port to include coordinating workload requirements, water-side port security, and port support activities.

1-37. Continuous coordination and collaboration between SDDC units and the TSC facilitates integrated and synchronized operations throughout the distribution system. This interface with joint partners will enable local direction and control of critical resources essential to achieving unity of effort.

MILITARY SEALIFT COMMAND

1-38. MSC is the Navy's sea transportation component of USTRANSCOM. The mission of the MSC is to provide ocean transportation of equipment, fuel, supplies, and ammunition to sustain U.S. forces worldwide during peacetime and in war for as long as operational requirements dictate.

1-39. MSC provides sealift with a fleet of government-owned and chartered U.S.-flagged ships. MSC executes voluntary intermodal sealift agreement contracts for chartered vessels. Sealift ships principally move unit equipment from the U.S. to theaters of operation all over the world. In addition to sealift ships, MSC operates a fleet of prepositioned ships strategically placed around the world and loaded with equipment and supplies to sustain Army, Navy, Marine Corps, Air Force and DLA operations. These ships remain at sea; ready to deploy on short notice, which significantly reduces the response time for the delivery of urgently needed equipment and supplies to a theater, theater of operation, or JOA.

JOINT TASK FORCE – PORT OPENING (AERIAL PORT OF DEBARKATION)

1-40. The JTF-PO (APOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an APOD, establish a distribution node, and facilitate port throughput within a theater of operations. The JTF-PO (APOD) is not a standing task force, but is a jointly trained, ready set of forces constituted as a joint task force at the time of need. Army elements of a JTF-PO (APOD) will normally include a transportation detachment (rapid port opening), movement control teams, cargo transfer units, and transportation truck units.

1-41. The JTF-PO (APOD) facilitates joint reception, staging, onward movement, and integration (JRSOI) and theater distribution by providing an effective interface with the theater JDDOC for initial APOD operations. Its capabilities include:

- Performing APOD assessment.
- Conducting APOD opening and initial operations.
- Providing movement control to include coordination for onward movement of arriving cargo and passengers.
- Establishing joint in-transit visibility and radio frequency identification network.
- Establishing in-transit visibility from APOD to first forward destination.

1-42. The JTF-PO (APOD) is designed to deploy and operate for 45-60 days. As follow-on theater logistics capabilities arrive, the JTF-PO (APOD) will begin the process of transferring mission responsibilities to arriving forces or contracted capabilities to ensure the seamless continuation of airfield and distribution operations.

JOINT TASK FORCE – PORT OPENING (SEAPORT OF DEBARKATION)

1-43. The JTF-PO (SPOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an SPOD, establish a distribution node, and facilitate port throughput within a theater of operations. Its design and capabilities are similar to those of the JTF-PO (APOD).

1-44. The JTF-PO (SPOD) enables and facilitates JRSOI by providing an effective interface with the theater JDDOC for initial SPOD operations; bridging distribution and onward movement gaps between strategic and operational levels; and enabling the coordinated handoff of SPOD operations to follow-on forces. Its capabilities include:

- Performing SPOD assessment.
- Rapidly establishing SPOD and forward distribution node operations.
- Managing port support activities for discharge operations.
- Establishing joint in-transit visibility and radio frequency identification network.
- Providing movement control to include coordination for onward movement of arriving cargo and passengers.
- Establishing in-transit visibility from SPOD to first forward destination.
- Establishing staging areas.

1-45. The JTF-PO (SPOD) is a modular and scalable capability that can be tailored to support a specific theater requirement. It is designed to deploy and operate for 45-60 days. As follow-on theater logistics capabilities arrive, the JTF-PO (SPOD) will begin the process of transferring mission responsibilities to arriving forces or contracted capabilities to ensure the seamless continuation of seaport and distribution operations.

UNITED STATES ARMY MATERIEL COMMAND

1-46. USAMC provides support to deployed Army forces through its subordinate Army sustainment command (ASC), life cycle management commands (LCMC), Army Contracting Command, and other subordinate activities to provide a seamless approach to linking the national sustainment base with deployed Army forces.

1-47. In addition to supporting deployed Army forces, USAMC assets within a theater may also provide acquisition, life cycle logistics, and technology (ALT) support to joint, interagency, and multinational (JIM) forces as directed by the ASCC commander.

ARMY SUSTAINMENT COMMAND

1-48. In its supporting to supported role to deployed Army forces, the ASC is responsible for assisting the Army's logistics information warehouse (LIW) in maintaining visibility and assisting in the management of the Army's materiel management system from the national sustainment base to the geographic theater. The ASC also optimizes the USAMC Logistics Assistance Program in support of contingency operations.

1-49. The ASC works closely with key DOD strategic partners, specifically USTRANSCOM and DLA to ensure the Army national sustainment base is properly integrated into the JDDE and that the national supply system effectively supports deployed Army forces.

Army Field Support Brigade (Outside Continental United States)

1-50. The Army field support brigade (AFSB) (outside continental United States) (OCONUS) provides integrated and synchronized ALT support to deployed Army forces. The AFSB is regionally aligned to an ASCC and focused to serve as Army sustainment command's (ASC) bridge between the generating force and the operational force. The AFSB is responsible for the integration of ALT capabilities in support of operational and tactical level commanders across the spectrum of conflict. This includes coordinating for ALT strategic reach capabilities via a technical reach or call-forward process. When deployed, the AFSB support relationship with a TSC or ESC is DS.ombatant commanders.

1-51. The AFSB (OCONUS) is the primary point of contact for ALT support within the theater. Key functions include:

- Maintaining accountability of specified Army contractor personnel who accompany the force as well as visibility of specified Army contracts.

- Providing direct reach to the national sustainment base to include expert advice and call forward assistance regarding readiness and sustainment.
- Responsible for Army science and technology functions as well as all materiel fielding organizations providing new equipment training.
- Coordinating system contract support as defined in AR 715-9 to new or partially fielded systems.
- Coordinating Army pre-positioned stocks (APS) to include off-loading and property accountability.
- Providing C2 and management of the logistics assistance program through attached Army field support battalions (AFSBn), logistics support elements (LSE), and other U.S. Army materiel command (USAMC) logistics organizations called forward.
- Providing C2 of sustainment maintenance organizations deployed to the theater. These organizations include forward repair activities, theater aviation sustainment maintenance group, component repair companies, combat vehicle evaluation teams, and equipment support activities.
- Identifying, storing, and coordinating the redistribution of intratheater excess repair parts in accordance with theater policies and procedures.
- In coordination with the contracting support brigade (CSB) commander, integrating the ASCC developed contracting support plan (CSP) into the overall AFSB support plan and providing oversight of system support contracting elements.

ARMY CONTRACTING COMMAND

1-52. Recent Headquarters, Department of the Army directed modular force actions have led to the consolidation of all theater support contracting capabilities into separate table of organization and equipment (TOE) units that are assigned to, and receive contracting authority from, the new U.S. Army Contracting Command (USACC). USACC is a major subordinate command of USAMC.

1-53. USACC responsibilities include contracting, C2, and management authority over theater support contracting and the Logistics Civil Augmentation Program (LOGCAP). This new contracting structure represents a fundamental change in the C2, support, and coordination relationships from previous theater support and LOGCAP related contracting organizational structures. As a result of this consolidation, the ASCC principal assistant responsible for contracting (PARC) staff has been transformed into an operational command called the contracting support brigade (CSB) that C2s subordinate theater support contracting elements. The CSB support relationship with the TSC is direct support (DS).

1-54. Additionally, corps, divisions and brigade combat teams (BCT) no longer have dedicated contracting staffs as part of their assigned support command TOEs. In the modular force, these tactical-level theater support contracting staffs have been transformed into separate contingency contracting battalions (CCBN), senior contingency contracting teams (SCCT), and contingency contracting teams (CCT).

Contracting Support Brigade/Principal Assistant Responsible for Contracting

1-55. The CSB is an O-6 level TOE USAMC unit assigned to the Expeditionary Contracting Command, a subordinate unit of the USACC. The CSB is an Army modular force initiative that consolidates all theater support contracting capabilities into one command. Contracting functions once performed by the contracting directorate of the theater support command now reside with the CSB commander. Like the ASFB, the CSB is regionally aligned and provides theater support contracting and operational contract support planning assistance (to include LOGCAP planning) in support of the ASCC, Army Forces, and their major subordinate commands.

1-56. The CSB prepares contracting support plans for every ASCC operation plan (OPLAN) and contingency plan; enabling synchronized and integrated contingency contracting support throughout a theater, theater of operations, AO, or JOA.

1-57. CSBs are aligned to the geographically focused ASCCs. When deployed, the CSB has a direct support relationship with the ARFOR headquarters in the area of operation and executes its contracting mission under the direction and contracting authority of the Expeditionary Contracting Command. The ARFOR commander may further delegate this DS relationship per mission, enemy, terrain, troops, time available, civil considerations (METT-TC) factors.

1-58. The CSB leads the development of the ASCC Contract support integration plan (CSIP), and through coordination with major subordinate commands, ensures subordinate operational forces are supported in their CSIP development efforts. CSIP development must be tied directly to ASCC/TSC logistics preparation of the theater efforts in order to provide the most effective method of providing support that will not overwhelm the sustainment system.

1-59. Key CSB functions include:

- Serving as the ASCC theater support contracting authority.
- When designated by the GCC, serving as the lead Service contracting command.
- Providing operational contract support advice and contracting planning assistance (to include LOGCAP planning) to the ASCC and TSC.
- Enforcing ASCC contracting procedures within the theater.
- Performing contract administration for contracts executed under CSB authority.
- Establishing and maintaining liaison with other deployed contracting support elements that operate under the contracting authority of their parent organization – i.e. U.S. Army Corps of Engineers.
- Providing C2 of subordinate contingency contracting battalions (CCBN), senior contingency contracting teams (SCCT), and contingency contracting teams (CCT).

JOINT MUNITIONS COMMAND

1-60. The Joint Munitions Command (JMC) serves as the DOD field operating agency for the single manager for conventional ammunition mission. The JMC manages the production, storage, issue and demilitarization of conventional ammunition for all U.S. military Services—Army, Navy, Marine Corps, Air Force, and Coast Guard. JMC is the logistics integrator for life-cycle management of ammunition; providing a global presence of technical support to U.S. forces.

HUMAN RESOURCES COMMAND

1-61. The Human Resources Command is the Army G-1's field operating agency responsible for executing personnel process policies. Process policy execution focuses on developing business rules and procedures to deal with current and anticipated functional processes. The execution activity links the supportive organizational operations to personnel strategy and measures overall progress towards established goals.

1-62. Although no formal command relationship exists between the Human Resources Command and the TSC/ Human Resources Sustainment Center (HRSC), a supporting to supported relationship provides for the efficient and effective management of assigned active-duty and Army Reserve Soldiers.

UNITED STATES ARMY FINANCE COMMAND

1-63. The U.S. Army Finance Command (USAFINCOM) is an operating agency of the Assistant Secretary of the Army (Financial Management & Comptroller) (ASA [FM&C]). USAFINCOM provides advice and management information to the ASA(FM&C) and interacts between the Army Staff, Army major commands, units, and DFAS on matters concerning finance and accounting policy, systems, procedures and reporting.

1-64. A supporting to supported relationship between USAFINCOM and the TSC/financial management center (FMC) provides the means to effectively interpret, disseminate, and implement financial management directives, policy, and guidance developed by national providers to include USAFINCOM.

SECTION IV: SUPPORT TO JOINT AND MULTINATIONAL OPERATIONS

LEAD SERVICE RESPONSIBILITIES

1-65. The GCC assigns lead Service common-user logistics (CUL) responsibilities, normally through the contingency planning process, in order to achieve efficiencies and eliminate redundancies. He usually assigns lead Service responsibilities to the dominant user and/or most capable Service for a particular common supply item or service. In many cases, the lead Service for CUL and other support within a joint or multinational Force is an Army responsibility. These lead Service support functions may include:

- Supply management for Class I, II (common), III (B), and IV.
- Production, packaging, storage, and distribution of bulk water.
- Receipt, storage, and issue of Class VIII items in theater.
- Common-user land transportation (CULT) and movement control.
- Rotary aircraft and vehicular medical evacuation.
- Transportation engineering for highway movements.
- Facility construction and repair.
- Financial management support.
- Legal support.
- Explosive ordnance disposal (EOD) support.
- Airdrop equipment and systems.
- Billeting, medical, and food service support for transient personnel during other than unit moves.
- Environmental management, to include handling HAZMAT.
- Mortuary affairs support.
- Postal operations support.
- Casualty liaison.
- Retrograde.
- Reception, staging, and on-ward movement.

1-66. The TSC executes many of the Army's support responsibilities to other Services. The TSC assists the ASCC assistant chief of staff, logistics section's, planners in identifying all lead Service support requirements (to include joint, multinational, and interagency requirements) so that scarce resources can be distributed throughout the force. The TSC synchronizes those support responsibilities falling to other Army theater-level commands with applicable portions of the distribution plan.

EXECUTIVE AGENCY

1-67. The Secretary of Defense designated the Army as the executive agent for numerous DOD common support requirements. These DOD-level executive agent requirements relate to lead Service responsibilities, but they are not one and the same. Executive agency refers to Secretary of Defense Directives and instructions to one Service department to provide specific categories of support to other Service departments. Executive agency reduces redundancy across the DOD and assists the Services in programming, planning, and budgeting. The term "executive agent" does not refer to any specific ASCC (or TSC) supporting a GCC; however, Service department executive agency is considered when assigning lead Service responsibilities within a particular joint

operation. In many cases, lead Service requirements will be closely related to the DOD executive agent requirements.

DIRECTIVE AUTHORITY FOR LOGISTICS

1-68. In addition to the capabilities provided by lead Service and executive agency, a GCC will exercise directive authority for logistics (DAFL). DAFL is the combatant commander authority to issue directives to subordinate commanders, including peacetime measures, necessary to ensure the effective execution of approved operation plans. Essential measures include the optimized use or reallocation of available resources and prevention or elimination of redundant facilities and/or overlapping functions among the Service component commands. Combatant Commanders use DAFL in consonance with the common-user responsibilities assigned to the Service components and those DOD originated executive agent designated responsibilities for agencies and commands operating within the theater.

MULTINATIONAL SUPPORT

1-69. First, and foremost, logistics support is a national responsibility. However, to require each nation to perform all logistics functions separately would be inefficient, expensive, and hinder the multinational force commander's (MNFC) ability to influence operations. Accordingly, the U.S. is a member of various alliances and multinational forums that have developed doctrine and procedures, such as implementing agreements and international standardization agreements for combined efforts to support multinational logistics operations. When participating in multinational operations, U.S. Forces will conform to previously approved international agreements.

1-70. When the military operation requires the involvement of nations that are not members of a formal alliance or multinational forums, logistics planners must be involved in the initial planning to help define the terms for coalition support. The importance of commencing this planning process as soon as possible cannot be overstated.

1-71. For multinational operations to be successful, the MNFC must be given sufficient authority over logistics resources to ensure that operational priorities can be effectively supported. The degree of authority the MNFC has will depend upon existing agreements and ad hoc arrangements negotiated with participating nations based on the operational environment and/or as specified in the operations plan.

1-72. The main logistics tasks of the MNFC are to develop the overall logistics concept for the operation, including concepts for specific logistics functions; and to mange common logistics support of the multinational force (MNF) within the scope of authorities granted by nations.

1-73. For relatively small MNF operations, MNFCs typically form multinational deployment and sustainment staff sections to facilitate coordination and support multinational operations. In the case of larger, more complex MNF operations requiring more coordination and common support, the MNFC may establish a multinational joint logistics center (MJLC) and/or multinational integrated logistics unit to plan and coordinate MNF logistics activities. Essential planning considerations include:

- MNF composition.
- Compatibility.
- HN support limitations.
- Overall infrastructure conditions in the area of operations (AO).
- Budget limitations.
- Contracting.
- Information exchange agreements.

1-74. The MJLC may consist of various functional coordination centers that provide centralized coordination of common support services, such as movement control, contracting, host nation support, and the provision of

bulk fuel and rations. In addition to functional coordination tasks, the MJLC may be assigned the responsibility for coordinating the efforts of logistics units provided by nations to serve at the theater/operational-level for common support of the entire MNF.

1-75. In the case of U.S.-led multinational operations, the JFC may opt to expand upon the tools available for managing joint logistics operations and adapt them to the multinational environment. Options include: using a predominant Service organization as the nucleus operational logistics activity to manage common requirements; or using the lead Service to provide CUL support to multinational forces. Regardless of the approach used, MNF augmentation is required to support multinational logistics activities.

Note. MJLC is a North Atlantic Treaty Organization (NATO) concept/term. For U.S.-led multinational operations, the "MJLC" may be referred to as the Combined/Joint Logistics Center and operate under the staff supervision of the C/J-4.

1-76. Although logistics is a national responsibility, varying degrees of CUL support in multinational operations can be expected in order to achieve economy of effort and avoid duplication. Just as for U.S. Services, allies and multinational partners can delineate responsibilities among themselves based on theater requirements and the ability of each country to provide materiel and services. Unity of effort among multinational partners is essential. Selected CUL support, to include limited multinational cooperation, is possible for some logistics functions, such as providing bulk fuel, water, class I, movement and movement control, port arrangements/operations, contingency contracting, engineering, and sharing of facilities such as distribution and warehousing, and organizational options based on METT-TC and force command structure.

1-77. In operations where the U.S. is a significant contributing nation, the combatant command may designate the U.S. force as the lead nation for selected CUL support to the entire multinational force and/or as the role specialist nation for a specific common item. A role specialist nation is a nation that has agreed to assume responsibility for providing a particular class of supply or service for all or part of a multinational force. Routinely, the Army component of the U.S. force conducts these CUL-related missions. In which case, the TSC will play a major role in providing CUL support to multinational forces.

Note. Currently, DRMS is prohibited from providing disposal support, including hazardous waste disposal support, to other nations.

1-78. Supporting multinational operations is a major challenge. Potential problem areas include language, cultural differences, differences in doctrine, terminology and definitions, methods for computing requirements, mobility, interoperability, infrastructure, competition among Services and alliance and/or multinational members for common support, environmental considerations, and national resource limitations. In addition, multinational support is subject to U.S. fiscal constraints. An accounting system may be required to ensure the appropriate nation or international agency is properly billed for the logistics it receives. The TSC must recognize these potential problem areas, harmonize them when realistically possible, and account for them during planning and execution.

1-79. The relationship between the TSC and the MNF is supporting to supported. In general, the MNFC identifies his support requirements in terms of priority, location, timing, and duration. The TSC commander determines the forces, methods, and procedures to be employed in providing the support. If the TSC commander, subject to his existing capabilities and other assigned tasks, cannot fulfill the MNFC's requirements, then the establishing commander, as established by formal or implementing agreements, is responsible for determining a solution—i.e. a change in overall priorities or allocation of resources.

1-80. This command relationship provides the TSC with the control it requires to effectively and efficiently operate the intratheater segment of the distribution system while simultaneously providing responsive support to Army, joint, and multinational forces.

1-81. Parallel and collaborative planning between TSC and the MJLC is essential to providing responsive and flexible CUL support to multinational forces. It is also an imperative for maintaining the intratheater segment of the distribution system in balance; and the effective allocation and utilization of constrained CUL resources.

1-82. Many of the same mechanisms that work with joint operations will work in multinational operations; however, one aspect that requires special attention in multinational operations is contractor support. Each nation, and each Service representing each nation, can obtain contracted support. The TSC planners must work with their multinational counterparts to plan for the sharing of theater support and HN contracts to minimize competition for contracted support; and to ensure that contracted support is reasonably available to all participants.

INTERGOVERNMENTAL ORGANIZATIONS (IGO), NONGOVERNMENTAL ORGANIZATIONS (NGO), AND INTERNATIONAL AGENCY COOPERATION

1-83. Within the theater, the GCC is the focal point for planning and implementing regional military strategies that require IGO, NGO, and international agency coordination.

1-84. Normally, the GCC will form a civil-military operations center (CMOC) to facilitate coordination with other agencies, organizations, and the HN. Achieving unity of effort is essential to mission success and mitigating human suffering. Key CMOC tasks include:

- Carrying out GCC guidance and decisions regarding civil-military operations.
- Providing a partnership forum for military and other participating organizations to meet the needs of the populace.
- Receiving, validating, and coordinating requests for routine and emergency military support from IGOs, NGOs, and international agencies.

1-85. U.S. agencies, IGOs, NGOs, and international agencies provide for their own logistics support. However, U.S. military logistics capabilities are frequently requested and provided to these organizations. This support may include intertheater and intratheater airlift; ground transportation of personnel, equipment and supplies; airfield control groups; and port and railhead operations groups as authorized by Title 10 U.S. Code.

Chapter 2
Mission and Organization

Chapter 2 describes the theater sustainment command (TSC) mission, organization, roles, functions, and support structure that will typically be used to provide support within the spectrum of conflict. The TSC will include a standardized headquarters organization with modular subordinate units capable of providing deployment and sustainment support. The TSC headquarters is geographically focused and globally employable. The combination of these capabilities gives the TSC commander the ability to organize and provide tailored support such as theater opening, distribution and sustainment support to theater forces, and support for redeployment, and retrograde of forces as directed by the Army Service component command (ASCC) in accordance with geographic combatant commander (GCC) directives and priorities.

SECTION I: TSC MISSION AND TASKS

MISSION

2-1. The mission of the TSC is to plan, prepare, rapidly deploy, and execute operational-level logistics operations within an assigned theater. The TSC is capable of planning, controlling, and synchronizing operational-level Army deployment and sustainment for the ASCC or joint force commander (JFC). It provides a centralized logistics command and control (C2) structure for the theater Army; simultaneously supporting deployment, movement, sustainment, redeployment, reconstitution, and retrograde.

2-2. The TSC executes its mission through the use of modular forces, to include expeditionary sustainment commands (ESC), sustainment brigades, combat sustainment support battalions, and other modular sustainment formations. Sustainment brigades, functional groups, combat sustainment support battalions, and functional sustainment units serve as the building blocks of the force structure designed to execute TSC missions within the theater.

2-3. As the senior logistics headquarters for the Army, the combatant commander may designate the TSC as a joint command for logistics. When exercising this option the combatant commander must specify the control and tasking authorities bestowed on the TSC as well as the command relationships it will have with the Service components.

2-4. As required by mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC), the TSC may extend its operational reach by deploying multiple ESCs or sustainment brigades into specified areas of operations (AO)/ joint operational areas (JOA) in order to more effectively provide responsive support to Army forces. ESCs can serve as forward headquarters of the TSC and provide C2 for theater opening, theater distribution, and theater sustainment on an area basis within and between specified AOs/JOAs.

2-5. Depending on the command structure within the theater, ESCs and sustainment brigades may be employed to support specific Army forces within a specific AO/JOA; or to support other ESCs or sustainment brigades with theater opening, theater distribution, and/or theater sustainment capabilities.

2-6. The TSC may be required to provide interim tactical-level support to early deploying Army elements. The TSC also executes those lead Service common-user logistics (CUL) support requirements assigned to the ASCC by the GCC.

TASKS

2-7. The Full Spectrum Operations Mission Essential Task List (FSO METL) represents the minimum fundamental doctrinal tasks that the TSC was designed to perform in any operational environment. The Commander will use HQDA approved, standardized FSO METL when published to focus collective training within the command. The FSO METL is augmented only when the unit is assigned a mission it was not designed to perform. If the assigned mission is outside of the unit's core function/designed capabilities, the commander will analyze the assigned mission, identify the mission essential tasks, and if necessary, add additional mission essential tasks to the FSO METL as a temporary modification to accommodate the assigned mission. See Field Manual (FM) 7-0, Training in Full Spectrum Operations, for additional guidance on FSO METL.

2-8. FSO METL is compatible with the operational tasks (OP) of the Universal Joint Task List (UJTL) (Chairman of the Joint Chiefs of Staff manual 3500.04D). FSO METL can be cross walked to corresponding operational tasks within the UJTL to support mission training when the TSC is operating in a joint environment. Examples of the UJTL operational (OP) tasks that are supported by FSO METL are cited below:

- OP 1 Conduct Operational Movement and Maneuver. (Selected sub-tasks.)
  - OP 1.1 Conduct Operational Movement.
  - OP 1.1.3 Conduct Joint Reception, Staging, Onward Movement, and Integration (JRSOI) in the Joint Operations Area.
  - OP 1.2 Conduct Operational Maneuver and Force Positioning.
- OP 2 Provide Operational Intelligence, Surveillance, and Reconnaissance. (Selected sub-tasks.)
  - OP 2.2 Collect and Share Operational Information.
  - OP 2.2.4 Determine Logistical Capability of the Joint Operations Area.
  - OP 2.4.1 Evaluate, Integrate, Analyze, and Interpret Operational Information.
- OP 4 Provide Operational Logistics and Personnel Support. (Selected sub-tasks.)
  - OP 4.1 Coordinate Supply of Arms, Munitions, and Equipment in the Joint Operations Area.
  - OP 4.2 Synchronize Supply of Fuel in the Joint Operations Area.
  - OP 4.3 Provide for Maintenance of Equipment in the Joint Operations Area.
  - OP 4.4 Coordinate Support for Forces in the Joint Operations Area.
  - OP 4.5 Manage Logistics Support in the Joint Operations Area.
  - OP 4.6 Build and Maintain Sustainment Bases in the Joint Operations Area.
  - OP 4.7 Provide Politico-Military Support to Other Nations, Groups, and Government Agencies.
  - OP 4.8 Acquire, Manage, and Distribute Funds.
- OP 5 Provide Operational Command and Control. (Selected sub-tasks.)
  - OP 5.1 Acquire and Communicate Operational Level Information and Maintain Status.
  - OP 5.2 Assess Operational Situation.
  - OP 5.3 Prepare Plans and Orders.
  - OP 5.4 Command Subordinate Operational Forces.
  - OP 5.7 Coordinate and Integrate Joint/Multinational and Interagency Support.
- OP 6 Provide Operational Force Protection. (Selected sub-tasks.)
  - OP 6.3 Protect Systems and Capabilities in the Joint Operations Area.
  - OP 6.5 Provide Security for Operational Forces and Means.
- OP 7 Counter Chemical, Biological, Radiological, Nuclear, and high yield Explosive (CBRNE) weapons in the Joint Operations Area. (Selected sub-tasks.)
  - OP 7.2 Coordinate Active CBRNE Defense in the Joint Operations Area.
  - OP 7.3 Coordinate Passive CBRNE Defense in the Joint Operations Area.

SECTION II: TSC ROLES, FUNCTIONS, AND ORGANIZATION

ROLE OF THE COMMANDER

2-9. The commander's role is to establish a positive command climate, prepare the command for operations, direct it during operations, and continually assess subordinates. Battle command is the doctrinal term used to describe the commander's role in the operations process. Commanders visualize the nature and design of operations through running estimates and input from subordinates. They describe operations in terms of time, space, resources, purpose, and action; employing intent, commander's critical information requirements, and mission orders to direct planning, preparation, and mission execution. Commanders employ a C2 system – (a combination of people, organizations, technological means and resources, and procedures)—to allocate resources and direct the execution of operations.

2-10. The TSC commander may choose to C2 forces using either detailed or mission command or a combination of the two processes. Typically, mission command is preferred because it provides subordinate commanders with the greatest degree of freedom to exercise disciplined initiative within the TSC commander's intent; enabling decentralized execution. The result is flexible and responsive support to supported forces. See FM 6-0 for more information on detailed and mission command.

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

2-11. Commanders use CCIR to focus information collection on what they need to support critical decisions. CCIR enable commanders to make informed decisions during planning and course of action (COA) selection. During preparation and execution, CCIR address information commanders require to make informed decisions associated with decision points.

MISSION ORDERS

2-12. Commanders direct with mission orders. Mission orders enable subordinate commanders to understand the situation, their commander's mission, concept of operations, and intent, and their own mission; and begins the mission command process which is the Army's preferred method for exercising C2. The commander's intent and concept of operations set guidelines that provide unity of effort while allowing subordinate commanders to exercise initiative in planning, preparing, and executing deployment and sustainment operations. Mission orders emphasize the tasks required by subordinate commands as well as the context and purpose of the tasking.

ROLE OF THE DEPUTY COMMANDER

2-13. The TSC deputy commander serves as the second in command to the TSC commander. His role, responsibilities, and authority vary, based on the commander's desires, the TSC mission, and the scope and complexity of operations. The relationship between the deputy commander and the staff is unique to each TSC.

2-14. The deputy commander has important responsibilities in the following circumstances:

- Temporary absence of the commander.
- Succession of command.
- Delegation of authority.
- C2 of sustainment operations in a forward area—i.e. AO/JOA.

2-15. The deputy commander may assume duties, to include command duties, as delegated by the commander, either explicitly or by standard operating procedures, when the commander is temporarily absent from the command.

2-16. Because deputy commanders must be able to assume command at any time, they always keep abreast of the situation. Commanders inform their deputy commanders of any changes in the commander's visualization or commander's intent. The chief of staff keeps the deputy commander informed of staff actions.

2-17. TSC commanders typically delegate authority to their deputy commanders to act in their name for specific fields of interest and responsibility. Doing this reduces the burden of commanders' responsibilities and allows them to focus on particular areas or concerns while their deputy commanders concentrate on others.

ROLE OF THE STAFF

2-18. Staffs provide commanders with relevant information in usable forms that help commanders achieve accurate situational understanding. Situational understanding enables commanders to make well informed and timely decisions and allows staffs to rapidly synchronize, integrate, and fuse actions in accordance with the commander's intent.

2-19. Each staff section accomplishes this essential function by processing information, employing decision support aids, and conducting comparative analyses in order to quickly turn information into knowledge, create situational understanding, and share a common operational picture (COP).

TSC ORGANIZATION

2-20. The TSC consists of three staff elements: personal, special, and coordinating. (See Figure 2-1.)

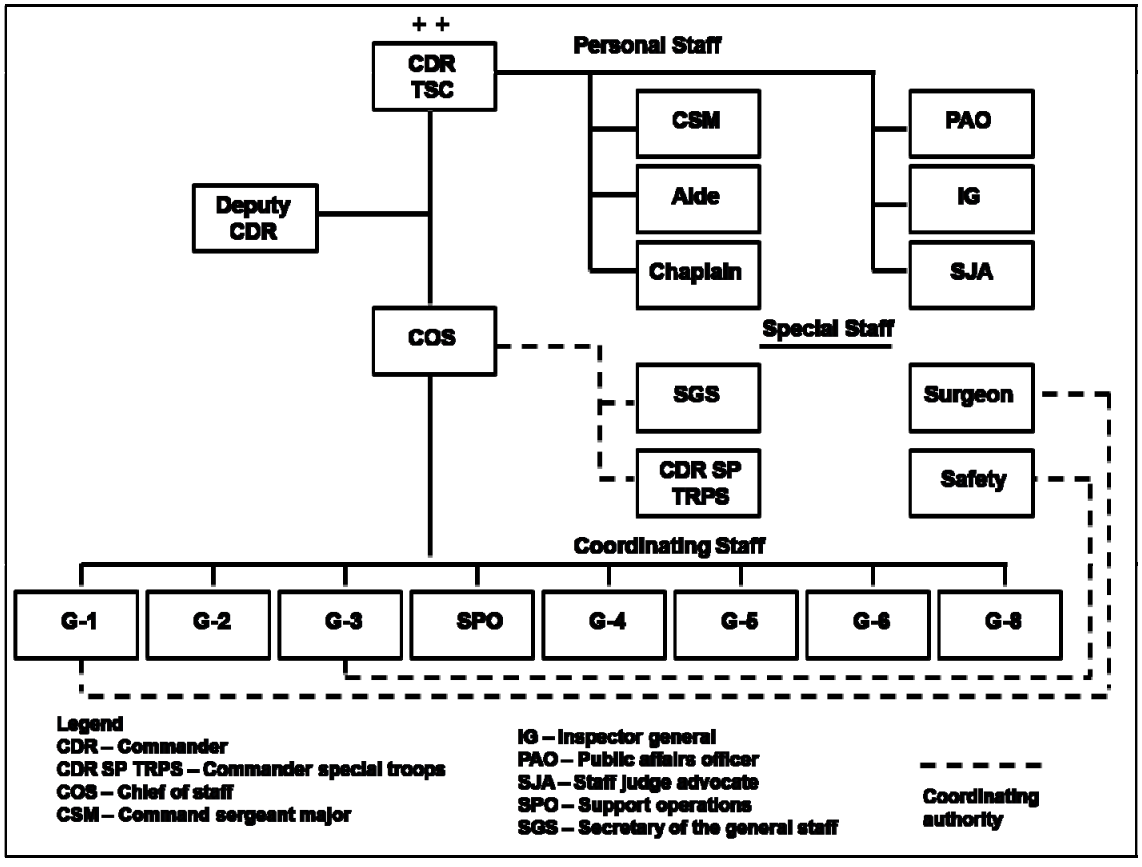

Figure 2-1. Theater Sustainment Command TOE Staff Organization

The command sergeant major, aide-de-camp, staff judge advocate, inspector general, chaplain, and public affairs officer comprise the personal staff. The special staff is comprised of the special troops commander, safety officer, surgeon, and the secretary of the general staff. Special staff officers provide technical advice and planning assistance to the TSC commander and staff. The coordinating staff is comprised of the G-1– G-6, G-8,

and support operations (SPO). The coordinating staff develops TSC plans and policies in their respective areas and provides guidance, priorities, and allocations to subordinate commands/units. A synopsis of the TSC organizational structure and functions follows.

CHIEF OF STAFF

2-21. The TSC chief of staff (COS) is the TSC commander's principal assistant for directing, coordinating, supervising, and training the special and coordinating staffs, except in those areas the commander reserves for himself. The TSC commander delegates the necessary executive management authority to the COS in order to free himself from routine command activities. The COS passes pertinent data, information, and insights from the staff to the commander and from the commander to the staff.

2-22. The COS anticipates events and shares with the commander his view of operations, events, and requirements. The COS understands the commander's personality, style, and instincts as they affect the commander's intent. The COS communicates the commander's intent to the staff, as well as to subordinate commanders as necessary. Staff members inform the COS of any recommendations or information they pass directly to the commander, or of instructions they receive directly from the commander.

2-23. COS duties and responsibilities vary according to the commander's specific desires. However, normal duties include: directing the efforts of coordinating and special staff members, and ensuring the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units).

PERSONAL STAFF

2-24. Personal staff officers work under the immediate control of the commander and therefore have direct access to the commander. The TSC commander establishes guidelines or gives specific guidance to the personal staff officer to inform, or coordinate with, the COS or other members of the staff on issues. A synopsis of the TSC personal staff structure and its functions follows.

Command Sergeant Major

2-25. The command sergeant major (CSM) is the senior noncommissioned officer (NCO) of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the NCO corps. The CSM's duties and responsibilities vary according to the commander's specific desires; however, his general duties are to provide advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.

Aide-de-Camp

2-26. The aide-de-camp serves as a personal assistant to the commanding general. The aide-de-camp provides for the commander's well-being and security, and relieves him of routine and time-consuming duties. The aide-de-camp supervises other personal staff members (secretaries, assistant aides, enlisted aides, and drivers) and coordinates protocol activities.

Chaplain

2-27. The chaplain advises the commander on religion, morale, and moral and ethical issues. The chaplain is responsible for implementing and supervising the commander's religious program. In coordination with the civil-military operations section, the chaplain advises the commander and staff on impact of indigenous religious groups in the TSC area of operations.

Public Affairs Officer

2-28. The public affairs officer (PAO) is a personal staff member that advises the commander/staff on all public affairs operations. The PAO serves as the TSC spokesperson. As such, the PAO develops public affairs

policy, plans, annexes, and guidance for the TSC. The PAO also coordinates and monitors Department of Defense (DOD) media, embedded media, and national, international, and local media requirements.

Inspector General

2-29. The inspector general (IG) advises the commander on the overall welfare, climate, and state of discipline of the command. The IG serves the commander and the command by executing four IG functions – teaching and training, inspections, assistance, and investigations – for the purpose of enhancing the command's discipline, readiness, and operational warfighting capability. The IG also conducts surveys and studies in accordance with the commander's guidance.

Staff Judge Advocate

2-30. The staff judge advocate (SJA) is a member of the commander's personal staff. The SJA communicates directly with the commander to provide legal advice for all matters affecting morale, good order, and discipline of the command. The SJA oversees the provision of legal services throughout the command.

2-31. The SJA, as a field representative of The Judge Advocate General (TJAG), provides technical supervision over all Judge Advocate General's Corps (JAGC) personnel and legal services in the command. This includes planning legal support, requesting resources, conducting and evaluating training, and assigning and professionally developing JAGC personnel assigned to the command. The SJA may also use the legal technical channel to communicate with TJAG and other supervisory judge advocates.

SPECIAL STAFF

2-32. Special staff officers help the TSC commander and members of the staff in their professional or technical specialized areas. The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions. Although special staff personnel are not integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff's actions.

2-33. The COS has coordinating staff responsibility for the commander of special troops, and the secretary of the general staff. A synopsis of the TSC special staff structure and its functions follows.

Secretary of the General Staff

2-34. The secretary of the general staff (SGS) acts as executive officer for the COS. Besides his common staff responsibilities, the SGS plans and supervises conferences chaired by the commander, deputy commander, or COS. The SGS directs the activities associated with distinguished visitors to the headquarters. The SGS is also responsible for monitoring the preparation and execution of all official social events and ceremonies involving the commander, deputy commander, and COS.

Commander of Special Troops

2-35. The commander of special troops is responsible for Soldiers assigned to the TSC headquarters that are not assigned or attached to subordinate commands. In addition to his common responsibilities, the commander of special troops is responsible for, among other tasks, developing the TSC headquarters occupation plan and providing for local headquarters security.

Surgeon

2-36. The TSC surgeon is responsible for advising the commander on the health of the TSC as well as the effects of the health threat. He coordinates Army health support (AHS) for both health service support (HSS) and force health protection (FHP). He ensures that all AHS functions are considered and included in operation plans (OPLANs) and operation orders (OPORDs). The TSC surgeon also maintains a technical relationship with the medical deployment support command (MDSC) commander and helps establish medical policy for the theater.

2-37. The TSC surgeon's HSS duties and responsibilities may include:

- Planning and coordinating HSS for TSC units (including but not limited to casualty care, which includes medical treatment (area support), hospitalization, the treatment aspects of dental support, preventive medicine, combat and operational stress control/behavioral health, and clinical laboratory support.
- Developing and coordinating the HSS portion of AHS operation plans to support the TSC commander's decisions, planning guidance, and intent for support within the spectrum of conflict. (See FM 4-02.12 and FM 8-55.)
- Determining the medical workload requirements (patient estimates).
- Advising the TSC commander on policy regarding the eligibility of care for non-United States (U.S.) military personnel.
- Maintaining situational understanding by coordinating for current HSS information with surgeons of the next higher, adjacent, and subordinate headquarters. Coordinating with other functional component and Service component command surgeons.
- Recommending task organization of medical units/elements in support to TSC units to satisfy all HSS mission requirements.
- Monitoring troop strength of medical personnel and their use.
- Coordinating, and synchronizing health consultation services.
- Evaluating and interpreting medical statistical data.
- Monitoring medical regulating and patient tracking operations for TSC personnel. (See FM 4-02.2.)
- Determining TSC training requirements for first aid and for maintaining wellness of the command.
- Ensuring field medical records are maintained on each Soldier assigned to the TSC at their primary care medical treatment facility per Army Regulation (AR) 40-66 and FM 4-02.4.
- Ensuring individual informed consent is established before administering investigational new drugs as described in Executive Order 13139.
- Ensuring plans are developed and practiced for the management of mass casualty situations.

2-38. The TSC surgeon's duties and responsibilities for FHP may include:

- Identifying potential medical-related commander's critical information requirements (priority intelligence requirements and friendly force information requirements) as they pertain to the health threat; ensuring they are incorporated into the command's intelligence requirements.
- Coordinating for veterinary support for food safety, animal care, and veterinary preventive medicine.
- Planning for and implementing FHP operations to counter health threats. (See FM 4-02.17.) Force health protection operations may include:
  - Planning for and accomplishing predeployment and post deployment health assessments.
  - Establishing and executing a medical surveillance program. (Refer to Department of Defense Instructions [DODI] 6490.03, AR 40-5, AR 40-66, Department of the Army Pamphlet (DA PAM) 40-11, and FM 4-02.17 for an in-depth discussion.)
  - Establishing and executing occupational environmental health surveillance program. (See DODI 6490.03, FM 3-100.4, AR 40-5, DA Pam 40-11, and FM 4-02.17.)
  - Recommending combat and operational stress control, behavioral health, and substance abuse control programs. (See FM 4-02.51.)
  - Ensuring the health threat and medical intelligence considerations are integrated into AHS support operation plans and orders.

  - Advising commanders on FHP chemical, biological, radiological, and nuclear (CBRN) defensive actions, such as immunizations, use of chemoprophylaxis, pretreatments, and barrier creams.
  - Identifying health threats and medical-related commander's critical information requirements.
- Submitting to higher headquarters those recommendations on medical problems/conditions that require research and development.
- Maintaining situational understanding by coordinating for current FHP information with surgeons of the next higher, adjacent, and subordinate headquarters.

Safety Officer

2-39. The safety officer conducts risk analysis of TSC operations and provides risk management recommendations to the commander. The safety officer maintains an information management system providing an audit trail of all accidents, injuries, and illnesses within the command and their causes. The safety officer represents the commander in meetings with host nation (HN) officials concerning matters of safety to Soldiers, local nationals, and property.

COORDINATING STAFF

Assistant Chief of Staff, G-1

2-40. The assistant chief of staff, G-1 establishes, monitors, directs, and assesses human resources support for units assigned or attached to the TSC. This staff section provides advice and assistance to subordinate unit S-1 sections on human resource matters, monitors personnel readiness of the TSC, implements human resource policies, and directs human resources systems and support to commanders and Soldiers. It analyzes and advises the commander on the TSC personnel readiness posture. It establishes, maintains, and manages the command personnel distribution program. It accounts for assigned personnel, and reports command unit strength. It collects, summarizes, and analyzes information for preparing personnel estimates, projecting replacement requirements, and recommending replacement priorities. It synchronizes the TSC personnel network, ensuring activities support the commander's desired end-state.

2-41. The G-1 staff section is comprised of three branches: personnel accounting and strength reporting/personnel readiness management / personnel information management (PASR/PRM/PIM), plans and operations, and personnel services. The branches perform the following functions:

- G-1 PASR / PRM / PIM Branch.
  - Provides for the manning of the command.
  - Tracks personnel readiness of the command.
  - Coordinates PRM and PIM requirements for the command.
  - Monitors and analyzes strength reports.
  - Conducts and manages strength reporting for the command.
  - Monitors TSC specific reception, replacement, return to duty, rest and recuperation, redeployment (R5) operations.
- G-1 Plans and Operations Branch.
  - Prepares TSC specific human resource (HR) plans, annexes, and estimates.
  - Monitors and influences current and future HR operations for TSC assigned or attached units.
  - Identifies theater opening HR requirements.
  - Conducts TSC casualty operations.
  - Conducts and manages postal and morale, welfare, and recreation operations for TSC assigned or attached units.
- G-1 Personnel Services Branch.
  - Provides for essential personnel services (EPS) in support of the command (those EPS actions which require the approval or recommendation of the TSC commander).

- Develops HR policy for the command.
- Provides technical oversight of HR support for the command.

Assistant Chief of Staff, G-2

2-42. The assistant chief of staff, G-2 provides the commander relevant intelligence for current operations and future plans. Directs, supervises, and coordinates the planning, collection, evaluation, fusion, analysis, production, and dissemination of all-source intelligence. Conducts counterintelligence liaison for security and force protection. Coordinates for external intelligence, meteorological and oceanographic weather, and terrain product support as required. Facilitates intelligence training and readiness for alerted/rotational forces. Exercises oversight of sensitive compartmented information (SCI).

2-43. The G-2 staff section is comprised of a single branch: current operations. Its functions include the following:

- Produces intelligence products in support of TSC operations plan /orders.
- Prepares logistics intelligence preparation of the battlefield.
- Conducts intelligence analysis in support of all TSC missions.
- Recommends priority intelligence requirements to the commander.
- Exercises oversight of SCI reception, transmission, and storage.
- Manages the command security program.
- Manages property book accountability records of all classified communications security items of the TSC headquarters.
- Provides a terrain visualization mission folder on the effects of terrain on friendly and enemy operations.
- Provides specialized maps and maintains the digital terrain database.

Assistant Chief of Staff, G-3

2-44. The assistant chief of staff, G-3 is responsible for preparing broad planning guidance, policies, and programs for command organizations, operations, and functions. Maintains primary responsibility for plans, operations, security, force development, force protection, and countering CBRNE activities. The G-3 staff section is comprised of two branches: force development and current operations. Their functions include the following:

- G-3 Force Development Branch.
  - Develops and maintains troop basis plans to ensure that the proper number and types of units needed to support mission requirements are assigned, attached, or under the TSC's operational control (OPCON).
  - Responsible for force accounting, including processing procedures for activation, inactivation, and reorganization.
  - Responsible for allocating manpower resources to subordinate commands within established ceilings and guidance.
  - Maintains liaison with ASCC joint operation planning and execution system cell.
  - Responsible for unit movements of TSC and subordinate headquarters.
- G-3 Current Operations Branch.
  - Monitors and assesses current situation.
  - Maintains unit readiness status of each unit assigned, attached, or OPCON to the TSC.
  - Authenticates and publishes administrative and logistics plans and orders, OPLANs and OPORDs.
  - Coordinates displacement of subordinate commands/units.

- Coordinates/assigns facilities and areas.
- Develops, coordinates, and monitors base and base cluster security.
- Coordinates area damage control activities with supporting maneuver enhancement brigade (MEB).
- Conducts consequence management planning.
- Advises the commander and staff on all matters concerning CBRNE activities.
- Develops, coordinates, implements, and monitors the command training program.

Assistant Chief of Staff, Support Operations

2-45. The assistant chief of staff, support operations (SPO) focuses on detailed planning support for deployment and establishing and maintaining the Army portion of the theater distribution system. The SPO is also responsible for sustaining the force in accordance with ASCC/GCC priorities and intent. This staff section supervises supply, maintenance, hazardous waste management, field services, transportation, and movement control activities associated with support to the force. It also integrates transportation and movement of units, supplies, and materiel into, within, and out of theater. It provides this support through a distribution management center (DMC) comprised of six subordinate branches: distribution integration, supply, material readiness, munitions, mobility, and log automation; a civil-military operations section; and a host nation support section. Medical supply and Army special operations forces (ARSOF) support cell augmentation is based on METT-TC. A description of SPO functions follows:

- Support Operations.
  - Translates the commander's operational priorities into priorities of sustainment support across the spectrum of conflict.
  - In coordination with the ASCC, develops theater concept of support.
  - Prepares annexes to the TSC OPLAN/OPORD.
  - Establishes strategic and joint interfaces to facilitate synchronization and integration efforts.
  - Develops estimates and monitors operational readiness.
  - Verifies overall requirements for the supported force.
  - Develops, coordinates, and monitors plans, policies, procedures, and programs for supply, transportation, maintenance, and field services.
  - Coordinates and supervises implementing policies and directives relative to supporting current and future operations.
  - Balances capabilities to requirements.
  - Manages cross-leveling of logistics resources for mission support.
  - Monitors theater stocks.
  - Provides staff oversight of human resources sustainment center (HRSC) planning, coordination, and execution in order to facilitate integrated and synchronized postal, casualty, and R5 operations.
  - Develops plans to control hazardous materiel/waste.
- Distribution Management Center (DMC).
  - Develops the distribution plan.
  - Establishes direct liaison with the theater Joint deployment distribution operations center (JDDOC).
  - Maintains liaison with higher, lower, joint, and multinational headquarters.
  - Utilizes all possible means to establish and maintain a common operating picture.
  - Maximizes strategic, operational, and tactical reach.
  - Maximizes readiness through the effective use of maintenance resources.
  - Manages all facets of transportation, to include air, land, and sea transportation assets and common-user land transportation (CULT) support.
  - Coordinates and manages all aspects of intermodal container use.

- Oversees operation of the in-transit visibility (ITV) system.
- Provides materiel management.
- Coordinates and monitors contracting and host nation support requirements.

Note. The functions listed above for Support Operations and the DMC represent higher level functions that when completed are the sum of related subordinate branch functions.

- DMC Distribution Integration Branch.
  - Plans, establishes, and maintains the Army portion of the theater distribution system to include visibility, capacity management, and control of system operations.
  - Examines current sustainment operations to ensure logistics and personnel services contribute to the desired effects of the supported commander.
  - Enforces theater sustainment priorities established by the ASCC and supported combatant commander.
  - Monitors and facilitates unit deployment/redeployment and reception, staging, onward movement, and integration (RSOI) activities.
  - Maintains situational awareness.
  - Synchronizes supported commander requirements with distribution capabilities and tracks commodities to their final destination.
  - Oversees operation of the ITV system.
- DMC Supply Branch.
  - Provides direction for receiving, storing, and issuing theater stocks in accordance with ASCC/GCC support priorities.
  - Establishes and manages corps/theater automated data processing service center (CTASC) parameters for applicable classes of supply.
  - Executes theater management of Class I, II III (B), III (P), IV, VI, VII, IX, water and field service operations (airdrop, mortuary affairs, and shower, laundry, and bath).
  - Performs as the expeditor and problem solver on all issues involving the commodities it manages.
  - Coordinates with the distribution integration and mobility branches for status on the distribution of commodities it manages.
  - Passes requirements to the appropriate national inventory control point.
  - Validates requirements being considered for local procurement.
  - Provides theater on-hand visibility and recommends priority of issue for major end items.
  - Coordinates Class IX for the theater.
  - Recommends cross-leveling of ground and aviation repair parts.
  - Identifies and tracks retrograde.
- DMC Materiel Readiness Branch.
  - Performs integrated materiel management for automotive equipment, tactical wheeled vehicles, general-purpose vehicles, construction equipment, materiel handling equipment, electronic maintenance, and aviation maintenance.
  - Coordinates the development of maintenance policy and programs.
  - Exercises staff supervision of sustainment maintenance operations and enforce priorities established by ASCC/GCC.
  - Advises TSC commander on readiness.
  - Assists in determining appropriate positioning of maintenance assets.
  - Conducts analysis of maintenance capabilities and requirements, and makes recommendations to the commander.
  - Provides maintenance data and reports.

- Supervises equipment modernization plan execution.
- Exercises staff supervision over test, measurement, and diagnostic activities to include management of theater-wide calibration efforts.
- Exercises staff supervision over aviation maintenance activities.
- Provides assistance on cross-leveling aviation equipment in the theater.

- DMC Munitions Branch.
  - Maintains stock control visibility on all Class V supplies in theater.
  - Establishes and manages Class V CTASC parameters.
  - Monitors requisitions for stockage objectives, establishes mandatory stockage levels, and verifies accuracy of unit basic loads.
  - Advises the TSC commander and staff on Class V status and coordinates munitions actions on both available and in-transit stocks.
  - Recommends controlled supply rates for different combat situations to ASCC G-3.
  - Coordinates special transportation and airdrop requirements for munitions.
  - Responds to requests for statistical analysis and management by exception actions and requests.
- DMC Mobility Branch.
  - Provides guidance, plans, policies, and staff supervision for movements.
  - Coordinates with supply and distribution integration branches for distribution management of all commodities, passenger, and unit movements (RSOI, redeployment, and retrograde).
  - Provides primary input to the theater movement plan.
  - Functions as the executive agent for movement control by overseeing the development and implementation of the movement program executed by the movement control battalion (MCB).
  - Provides mission planning for strategic deployment, sustainment, and redeployment.
  - Manages all facets of transportation information related to planning, coordinating, and evaluating all methods of transportation, movement control, and logistical support.
  - Develops theater highway regulation, traffic circulation, and maneuver and mobility support OPLANS.
  - Provides supplemental modal movement management for personnel and materiel, except bulk Class III by pipeline, within, into, or out of theater.
  - Manages U.S. and host nation common-user transportation assets.
  - Serves as executive agent for container, flat rack, and air pallet management.
  - Coordinates all aspects of intermodal container use.
  - Manages container operations to include synchronizing support to retrograde operations with priority being return of International Organization for Standardization (ISO) shipping containers, aerial delivery platforms, and flatracks to the distribution system.
  - Provides theater level liaison to host nation(s) and for contracted assets.
  - Enforces priorities for air transportation established by the ASCC and the supported combatant commander.
  - Enforces priorities for land transportation, both road and rail, established by the ASCC and the supported combatant commander.
  - Enforces priorities for water transportation, both sea and inland waterways, established by the ASCC and the supported combatant commander.
  - Optimizes intratheater multimodal distribution.
- DMC Log Automation Branch.
  - In conjunction with the assistant chief of staff, G6, establishes standard Army management information system (STAMIS) automation policy and provides guidance for all subordinate unit combat service support automation management offices.

  - Acts as the focal point for and provides support for all STAMIS enablers, including combat service support automated information systems interface (CAISI), combat service support very small aperture terminal (CSS VSAT), automated identification technology (AIT), and radio frequency in-transit visibility (RF-ITV) equipment.
  - Plans, establishes, and maintains the CSS VSAT/CAISI network to include domain management.
  - Provides services of a technical/functional nature common to all elements of the TSC and its customers to establish and maintain automation connectivity, data transmission accuracy, and software management.
  - Acts as the focal point for all new STAMIS fielding, software changes, engineer change proposals, and any other actions requiring coordination between agencies.
  - Controls software and applications updates to STAMIS.
  - Provides STAMIS support to all customer units.
  - Ensures all STAMIS systems are on the current system change package.
  - Provides STAMIS training for customer units.
- Civil-Military Operations Section.
  - Plans, coordinates, and supervises civil military operations in support of TSC mission objectives.
  - Exercises staff supervision over attached civil affairs teams and units.
  - Monitors and assesses the impact of ongoing military operations on the civilian environment.
  - Coordinates other TSC staff interactions with civilians and helps these staff sections procure resources, supplies, facilities, and other forms of civilian support for military operations.
  - Coordinates with the contracting support brigade for commercial forms of civilian support for military operations—i.e. logistics civilian augmentation program (LOGCAP), U.S., or other sources.
  - Maintains situational awareness of LOGCAP capabilities and requirements throughout the theater.
- Host Nation Support Section.
  - Develops plans, programs, policies, and procedures involving host nation support (HNS).
  - Maintains liaison with supported units and HN civil and military authorities.
  - Recommends allocation of host nation resources to support mission requirements.
  - Monitors and reviews current and projected HNS requirements according to the tactical situation and plans.
  - Coordinates delivery of HN supplies and services.
  - Maintains status of HNS assets available to support mission requirements.

Assistant Chief of Staff, G-4

2-46. The assistant chief of staff, G-4 develops, coordinates, and monitors plans, policies, procedures, and programs for supply, transportation, maintenance, field services, and facilities for the command's subordinate units. It determines logistics requirements for subordinate units, monitors the logistics posture of subordinate units, and establishes support priorities in accordance with the commander's priorities and intent. This staff section provides staff supervision of subordinate unit field feeding and subsistence operations; monitors and analyzes subordinate unit equipment readiness status. It is also responsible for planning and management of fixed facilities, and coordination of construction, utilities, and real estate for the command. The G-4 staff section is comprised of two branches: logistics support and construction support. A description of their functions follows:

- G-4 Logistics Support Branch.
  - Responsible for executing strategic movement of TSC units and personnel.
  - Provides staff supervision and overall coordination for logistics support (supply, maintenance, transportation, and field services) of subordinate units of the TSC.
  - Provides technical staff supervision over TSC food service programs and subsistence operations.

  - Develops plans, policies, and procedures involving receiving, storing, and distributing subsistence.
  - Conducts assistance and inspection visits to subordinate food service areas and to subsistence storage and distribution points.
- G-4 Construction Support Branch.
  - Responsible for planning, managing, and coordinating fixed facilities, construction, utilities, and real estate for the TSC.
  - Coordinates with the theater engineer command or senior engineer headquarters in theater for engineering support. See FM 3-34, JP 3-34, and JP 4-0. Develops plans to control hazardous materiel/waste.
  - Monitors environmental issues.

Assistant Chief of Staff, G-5

2-47. The assistant chief of staff, G-5 is responsible for synchronizing contingency and orientation planning efforts of the TSC to include assessing the status of on-going logistics operations in relationship to objectives and planning the next phase of the operation (to include sequels). This staff section has contingency and orientation planning horizons based upon degrees of certainty/uncertainty. This staff section:

- Develops OPLANS/OPORDS.
- Monitors the strategic situation.
- Assesses the operational situation.
- Ensures strategic planning integration with supported ASCC and JFCs.
- Conducts mission analysis in support of long range planning.
- Develops and coordinates courses of action.
- Prepares running estimates.
- Plans for the integration of multinational support capabilities.
- Determines number and location of sustaining bases in theater.
- Develops plans to control hazardous materiel/waste.

Assistant Chief of Staff, G-6

2-48. The assistant chief of staff, G-6 is responsible for the integration and management of the TSC C2 networks in the theater; coordinates with the signal command (theater) (SC [T]) and theater network operations and security center (TNOSC) to ensure TSC interoperability with Army special operations forces (ARSOF), and other joint, interagency, and multinational networks. The G-6 is also responsible for managing, implementing, and distributing signal operating instructions, as required.

2-49. Comprised of two divisions, plans and operations and information management, this staff element is responsible for synchronizing and coordinating the implementation of ASCC communications security policies and guidance throughout the command; providing staff supervision of new communications and information technology system fielding activities throughout the command; providing information management (less logistics related support) to the command, and operating the information management help desk.

2-50. G-6 Plans and Operations Division. The G6 plans and operations division provides direction and oversight of network plans, network operations, and information assurance in support of TSC operations. The division is comprised of three branches: plans, operations, and information assurance. A description of branch functions follows:

- Plans Branch.
  - Responsible for planning, engineering, and integrating TSC command and control networks.

  - Validates all requirements for new services and information system requirements.
- Operations Branch.
  - Provides network technical and configuration control.
  - Coordinates with signal command (theater) (SC (T)) and theater network operations and security center (TNOSC) to ensure TSC interoperability with joint and multinational networks.
- Information Assurance Branch.
  - Designs, engineers, and reviews architectures to support C2 requirements in the theater.
  - Monitors implementation of DOD theater level information assurance vulnerability assessments.

2-51. G-6 Information Management Division. The G-6 information management division provides information management support (less logistics related) throughout the TSC headquarters. The division is comprised of two branches: communications systems support and information service support. A description of branch functions follows:

- Communications Systems Support Branch.
  - Installs and maintains C2 equipment for the headquarters.
  - Provides secure telephone subject matter expertise and management for the headquarters.
- Information Service Support Branch.
  - Provides all administrative support to the G-6.
  - Provides official mail and distribution services for the headquarters.

Assistant Chief of Staff, G-8

2-52. The assistant chief of staff, G-8 is responsible for preparation, resource management analysis, and implementation of the budget for units assigned or attached to the TSC. This staff element supervises the development, synchronization, evaluation, defense, and execution of the command budget estimate and the program objective memorandum; establishes, controls, and audits all financial management systems; and advises the commander on matters pertaining to programming/budgeting, finance and accounting, cost analysis, and management practices. A description of section functions follows:

- Provides advice to commanders on financial management implications and cost of preparing for and conducting operations.
- Coordinates with support operations for funding actions required for contracted capabilities.
- Prepares financial management annexes in support of OPLANs/OPORDs.
- Prepares contingency cost estimates.
- Provides policy and fiscal guidance for contingency planning.
- Establishes responsibilities and monitors execution of management's internal control program.
- Coordinates and synchronizes resource requirements identification and fulfillment methods by identifying types and sources of funding.
- Estimates, tracks, and reports costs for specific operations to support requests to the U.S. Congress for appropriation.
- Identifies and manages funds available for immediate expenses.
- Provides planning, programming, and budgeting support, budget analysis, management services, and force management support.
- Captures operations costs via standard accounting systems and the management of the operating systems that pay personnel and providers (contractors, host-nation, suppliers, etc.).

- Tracks and reports costs of battlefield operations to support efforts of reimbursement of costs initially paid from available training and readiness funds.
- Obtains guidance on fund citations and funding levels and provides to tactical financial managers and supporting finance elements.
- Provides fund control, monitors fund execution, tracks and reports costs and obligations.
- Performs analysis, planning, administration, and control of human, fiscal, financial, material, and other DOD resources.
- Establishes the aggregate levels of fiscal support to be allocated and imposes directed resource constraints.
- Provides input to the program objective memorandums.
- Prepares budget schedules, adjusts budgets based on program budget decisions.
- Accounts for DOD real estate, equipment, supplies, personnel, other assets, and funds in accordance with established policy.

SECTION III: COMMAND POSTS

2-53. Doctrinally, the TSC headquarters operates from fixed facilities in sanctuary and is collocated with the ASCC in order to most effectively perform its C2 functions. In many situations, the TSC headquarters will remain static. When required, the TSC employs ESCs as forward deployed command posts. The TSC may employ an ESC in this capacity to provide a forward C2 presence; improve span of control; or C2 a specified function. However, given the realities on the ground today, stationing and ESC deployment timelines may not meet TSC C2 requirements and the TSC headquarters may be required to relocate.

2-54. A primary consideration for this relocation is continuity of C2. A TSC commander will typically maintain C2 continuity by echeloning elements of the headquarters. Echeloning provides the commander with the capability to place minimum C2 capabilities forward while continuing to support the force. This lead element is commonly referred to as an early entry command post (EECP). Once the EECP is in place and communications with all nodes are established, the balance of the TSC headquarters moves forward by echelon.

2-55. In addition to continuity of C2 considerations, the TSC commander is concerned with the organizational design of the echeloning elements; specifically establishing functional groupings and establishing functional responsibilities. Identification of responsibilities and authority for each echeloning element provides clarity and direction with respect to the exercise of authority and continuity in the conduct of on-going operations.

2-56. TSC contingency planning should also consider the requirement to deploy an ad hoc TSC headquarters C2 element on a long-term basis for split-based operations. The EECP would be the basis for such an element and the overall structure and manning would be based on existing missions, tasks, and resources available. Commanders must consider mission requirements, organize the force, and allocate resources appropriately while maintaining a balance to support both locations effectively. This ad hoc element would remain in place for the time needed to mobilize and station an ESC in the area.

SECTION IV: PLANNING HORIZONS

2-57. A natural tension exists between how far ahead commanders can plan effectively without preparation and coordination becoming irrelevant. Planning too far into the future may overwhelm the capabilities of planning staffs, especially subordinate staffs. Conversely, not planning far enough ahead may result in losing the initiative and being unprepared. Understanding this tension is essential to ensuring the command is focused on the right planning horizon.

2-58. In general, planning horizons are points in time the TSC commander uses to focus the organization's planning efforts to shape future events. TSC planning horizons are measured from weeks or months for operational-level requirements to hours and days for supporting tactical-level requirements.

2-59. The TSC often plans within several different horizons simultaneously. To guide their planning efforts, TSC commanders use three planning horizons—commitment planning (short-range), contingency planning (mid-range), and orientation planning (long-range).

Note. ESC commanders generally use two planning horizons—commitment planning (short-range) and contingency planning (mid-range). ESCs are not yet resourced to conduct orientation planning (long-range).

2-60. Figure 2-2 provides one way to visualize planning horizons. The variable commanders use to focus subordinate planning efforts is certainty. As indicated in Figure 2-2, a high degree of relative certainty provides the means for commanders and staffs to develop a conceptual basis for action, assign resources, and commit to a particular plan. Typically, the further away in time the event is, the lower the degree of certainty. In situations involving lower degrees of certainty, commanders focus on planning for several different possibilities. Resources are programmed but not committed to a particular course of action or plan. See FM 5-0 for more information on planning horizons.

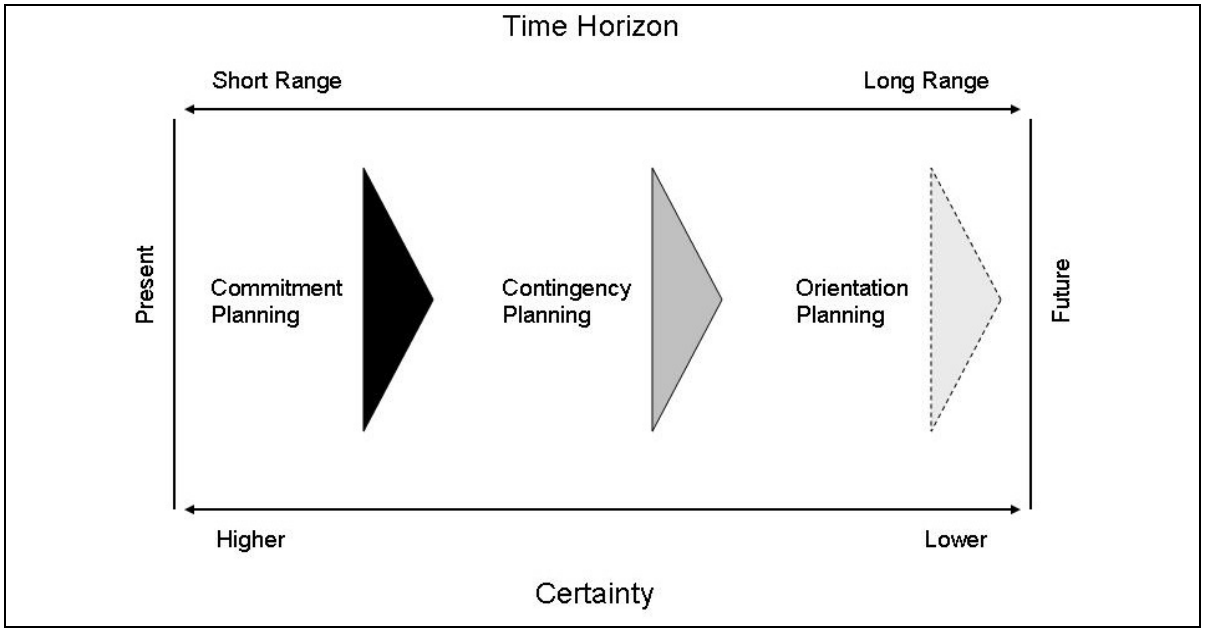

Figure 2-2. Planning Horizons

COMMITMENT PLANNING

2-61. Commitment planning is short-range focused under conditions of relative certainty. Short-range planning focuses on the immediate future. This may be hours or days. Commitment planning occurs when TSC/ESC commanders believe they can reasonably forecast events; assign resources, and commit to a particular plan. Commitment planning directs the physical preparations necessary for action such as staging supplies, task organizing, and positioning of logistics resources for execution. It may involve representatives from all warfighting functions or include only selected staff members and the commander. Who participates depends on the problem's complexity and available time. Commitment planning results in an OPORD or fragmentary order (FRAGO).

CONTINGENCY PLANNING

2-62. Contingency planning is mid-range focused under conditions of moderate certainty. Contingency planning occurs when TSC/ESC commanders plan for several different possibilities without committing to any one. Units and resources are programmed—but not physically committed—for several projected circumstances under conditions of moderate certainty. Developing branches and sequels is normally the focus of contingency planning.

Note. Distinguishing between commitment and orientation planning horizons and assigning staff responsibilities for them is relatively straightforward. The planning horizon between them poses a greater challenge. Contingency planning addresses contingencies within the current phase. Its time horizon may reach out days, weeks, or months, depending on the type of operation. Contingency planning includes branch planning and refinement of orientation planning products, such as branches in concept form.

ORIENTATION PLANNING

2-63. Beyond the contingency planning horizon, the situation is too uncertain to plan for specific contingencies. TSC commanders develop broad concepts addressing a number of different circumstances over a longer time period. This orientation planning allows them to respond quickly and flexibly to a broad variety of circumstances. Developing OPLANs in concept form for several scenarios in the distant future is an example of orientation planning.

2-64. TSC commanders assign responsibility for planning based upon the degree of certainty or uncertainty. Figure 2-3 captures the essence of TSC plans and operations synchronization.

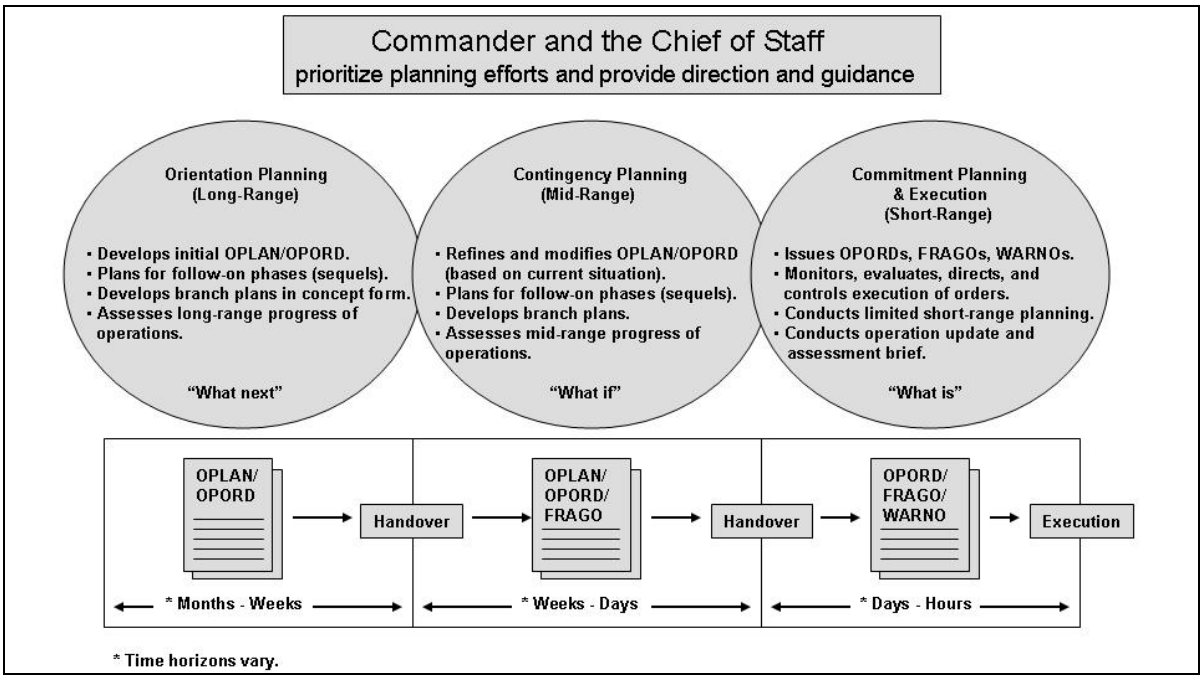

Figure 2-3. TSC Plans and Operations Synchronization

SECTION V: EXPEDITIONARY SUSTAINMENT COMMAND (ESC)

ESC MISSION AND TASKS

MISSION

2-65. The ESC, attached to a TSC, provides C2 for attached units in an area of operation as defined by the TSC. As a deployable command post for the TSC, the ESC provides operational reach and span of control. The ESC plans and executes sustainment, distribution, theater opening, and reception, staging, and onward movement for Army forces within the spectrum of conflict. The ESC may serve as the basis for an expeditionary joint sustainment command when directed by the combatant commander or his designated coalition/ joint task force (JTF) commander.

TASKS

2-66. ESC tasks are derived from the TSC METL and may include the following UJTL operational (OP) tasks:

- OP 1 Conduct Operational Movement and Maneuver. (Selected sub-tasks.)
  - OP 1.1 Conduct Operational Movement.
  - OP 1.1.3 Conduct Joint Reception, Staging, Onward Movement, and Integration (JRSOI) in the Joint Operations Area.
  - OP 1.2 Conduct Operational Maneuver and Force Positioning.
- OP 2 Provide Operational Intelligence, Surveillance, and Reconnaissance. (Selected sub-tasks.)
  - OP 2.2 Collect and Share Operational Information.
  - OP 2.2.4 Determine Logistical Capability of the Joint Operations Area.
  - OP 2.4.1 Evaluate, Integrate, Analyze, and Interpret Operational Information.
- OP 4 Provide Operational Logistics and Personnel Support. (Selected sub-tasks.)
  - OP 4.1 Coordinate Supply of Arms, Munitions, and Equipment in the Joint Operations Area.
  - OP 4.2 Synchronize Supply of Fuel in the Joint Operations Area.
  - OP 4.3 Provide for Maintenance of Equipment in the Joint Operations Area.
  - OP 4.4 Coordinate Support for Forces in the Joint Operations Area.
  - OP 4.5 Manage Logistics Support in the Joint Operations Area.
  - OP 4.6 Build and Maintain Sustainment Bases in the Joint Operations Area.
  - OP 4.7 Provide Politico-Military Support to Other Nations, Groups, and Government Agencies.
  - OP 4.8 Acquire, Manage, and Distribute Funds.
- OP 5 Provide Operational Command and Control. (Selected sub-tasks.)
  - OP 5.1 Acquire and Communicate Operational Level Information and Maintain Status.
  - OP 5.2 Assess Operational Situation.
  - OP 5.3 Prepare Plans and Orders.
  - OP 5.4 Command Subordinate Operational Forces.
  - OP 5.7 Coordinate and Integrate Joint/Multinational and Interagency Support.
- OP 6 Provide Operational Force Protection. (Selected sub-tasks.)
  - OP 6.3 Protect Systems and Capabilities in the Joint Operations Area.
  - OP 6.5 Provide Security for Operational Forces and Means.
- OP 7 Counter Chemical, Biological, Radiological, Nuclear, and high yield Explosive (CBRNE) weapons in the Joint Operations Area. (Selected sub-tasks.)
  - OP 7.2 Coordinate Active CBRNE Defense in the Joint Operations Area.
  - OP 7.3 Coordinate Passive CBRNE Defense in the Joint Operations Area.

ESC ROLES, FUNCTIONS, AND ORGANIZATION

ESC ROLE

2-67. The role of the ESC is to provide forward-based C2 of assigned units. It normally deploys to the AO/JOA and provides command and control when multiple sustainment brigades are employed or when the TSC determines that a forward command presence is required. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions. The TSC may employ multiple ESCs within the theater.

2-68. The forward deployment of the ESC facilitates agile and responsive support by placing the ESC in relative proximity of the supported force and its operational environment. Positioned to provide a regional focus, the ESC is optimally placed to refine that portion of the TSC logistics preparation of the theater assessment applicable to the JTF area of operations and to array logistics forces accordingly.

2-69. Depending on the command structure within the theater, ESCs may be employed to support specific Army forces within a specific AO/JOA; or to support other ESCs or sustainment brigades with theater opening or theater distribution capabilities.

2-70. As described in the modular force logistics concept, the ESC role in supporting a JTF is less about supply and more about physical distribution and readiness. Its purpose is to build and sustain JTF combat power through agile and responsive JOA-wide support. It achieves its purpose through the effective synchronization and execution of TSC plans and directives in support of JTF operational requirements; executing distribution management responsibilities for its specified AO/JOA; establishing a command climate where close coordination and collaboration with the JTF enables decisive action when unanticipated events rapidly occur in a specific operational environment.

2-71. The ESC provides essentially the same range of support staff capabilities but not to the scale and scope of the TSC. It lacks orientation planning and full scale materiel management capabilities.

2-72. The ESC is focused on synchronizing operational-level sustainment operations to meet the day-to-day and projected operational requirements of the JTF or supported force. It accomplishes this, in part, by establishing commitment and contingency planning horizons that are derived from the JTF OPLAN, commander's intent, CCIR, operational tempo, and distribution system capacity.

ROLE OF THE ESC COMMANDER

2-73. The ESC commander's role is to establish a positive command climate, prepare the command for operations, direct it during operations, and continually assess subordinates. ESC commanders visualize the nature and design of operations through running estimates and input from subordinates. They describe operations in terms of time, space, resources, purpose, and action; employing intent, commander's critical information requirements, and mission orders to direct planning, preparation, and mission execution.

2-74. The ESC commander may choose to C2 forces using either detailed or mission command or a combination of the two processes. Typically, mission command is preferred because it provides subordinate commanders with the greatest degree of freedom to exercise disciplined initiative within the TSC/ESC commander's intent; enabling decentralized execution. See FM 6-0 for more information on detailed and mission command.

Commander's Critical Information Requirements (CCIR)

2-75. ESC commanders use CCIR to focus information collection on what they need to support critical decisions. CCIR enable commanders to make informed decisions during planning and course of action (COA) selection. During preparation and execution, CCIR address information commanders require to make informed decisions associated with decision points.

Mission Orders

2-76. ESC commanders direct with mission orders. Mission orders enable subordinate commanders to understand the situation, their commander's mission, concept of operations, and intent, and their own mission; and begins the mission command process which is the Army's preferred method for exercising C2. The TSC/ESC commander's intent and concept of operations set guidelines that provide unity of effort while allowing subordinate commanders to exercise initiative in planning, preparing, and executing deployment and sustainment operations. Mission orders stress not only the tasks required of subordinates but also understanding their context and purpose.

ROLE OF THE ESC DEPUTY COMMANDER

2-77. The ESC deputy commander serves as the second in command to the ESC commander. His role, responsibilities, and authority vary, based on the commander's desires, the ESC mission, and the scope and complexity of operations. The relationship between the deputy commander and the staff is unique to each ESC.

2-78. The ESC deputy commander has important responsibilities in the following circumstances:

- Temporary absence of the commander.
- Succession of command.
- Delegation of authority.

2-79. The ESC deputy commander may assume duties, to include command duties, as delegated by the commander, either explicitly or by standard operating procedures, when the commander is temporarily absent from the command.

2-80. Because ESC deputy commanders must be able to assume command at any time, they always keep abreast of the situation. Commanders inform their deputy commanders of any changes in the commander's visualization or commander's intent. The chief of staff keeps the deputy commander informed of staff actions.

2-81. ESC commanders typically delegate authority to their deputy commanders to act in their name for specific fields of interest and responsibility. Doing this reduces the burden of commanders' responsibilities and allows them to focus on particular areas or concerns while their deputy commanders concentrate on others.

ROLE OF THE ESC STAFF

2-82. ESC staffs provide commanders with relevant information in usable forms that help commanders achieve accurate situational understanding. Situational understanding enables commanders to make well informed and timely decisions and allows staffs to rapidly synchronize and integrate actions in accordance with the commander's intent.

2-83. Each ESC staff section accomplishes this essential function by processing information, employing decision support aids, and conducting comparative analyses in order to quickly turn information into knowledge, create situational understanding, and share a COP.

ESC FUNCTIONS

2-84. By design, ESC operations are limited in scale and scope when compared to the TSC. The ESC employs reach capabilities to provide the entire spectrum of support in accordance with TSC plans, policies, programs, and mission guidance.

2-85. When supporting a JTF, the ESC establishes control of decentralized operations conducted in support of JTF operations. It executes operational control of TSC forces and orchestrates the effective and efficient flow of logistics and deploying units to, and retrograde and redeploying units from, the JTF; synchronizing operational-level multi-nodal, multi-modal distribution operations with the maneuver force's battle rhythm. The ESC maintains multiple means of communication with the TSC DMC to facilitate effective coordination for intertheater and intratheater deliveries to the JTF and materiel management functions not performed by the ESC.

ESC ORGANIZATION

2-86. The ESC organizational structure is a near-mirror image of the TSC structure (see Figure 2-4). The ESC is organized with a personal, special, and a coordinating staff comprised of a G-1-G-4, SPO, G-6, and G-8. In addition to their common staff functions, the ESC staff develops policies and plans for their respective areas of responsibility and provides guidance, priorities, and allocations to subordinate commands/units. They also review the plans of counterpart staff elements and those of subordinate units.

2-87. For the most part, the significant difference between TSC and ESC capabilities is scale and scope. Although they are structured following the same organizational design, the ESC is organized at a troop level approximately 55 percent of that of the TSC. The ESC scope is also different. The TSC is concerned with supporting ASCC/joint requirements from a theater-wide perspective, whereas the ESC is concerned with supporting ASCC/joint requirements from a regionally focused theater of war, theater of operations, AO or JOA perspective. There are other differences in capabilities such as orientation planning and materiel management. METT-TC considerations determine the number of ESCs required to C2 TSC deployment and sustainment operations theater-wide.

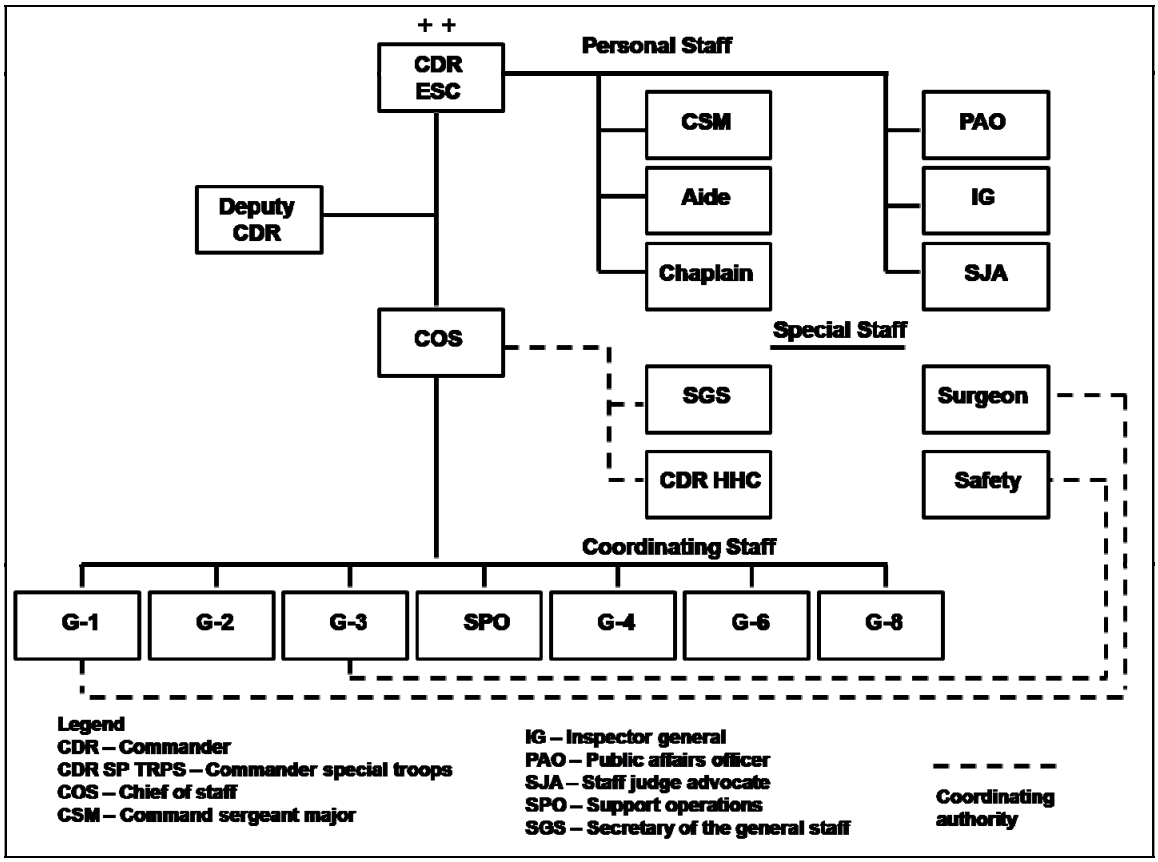

Figure 2-4. Expeditionary Sustainment Command TOE Staff Organization

SECTION VI: SUBORDINATE ORGANIZATIONS

2-88. This section discusses the functional and multifunctional organizations routinely assigned to the TSC as subordinate commands or elements thereof. Subordinate C2 relationships and force tailoring decisions are determined by the TSC based upon METT-TC considerations.

MOVEMENT CONTROL BATTALION

2-89. The MCB controls the movement of all U.S. forces, their equipment, materiel, and sustainment into, within, and out of its assigned AO. It commands between four and ten movement control teams (MCT) and is responsible to the TSC/ESC for the execution of the TSC movement program and performance of the theater transportation system. The MCB provides transportation asset visibility and coordinates the use of common-user transportation assets, intermodal container assets such as ISO containers, 463L pallets, and flatracks. The MCB also provides in-transit visibility of unit moves and convoy movements.

2-90. The MCB may be tasked to provide subject matter expertise to the theater JDDOC for the purpose of providing a force tracking capability.

MOVEMENT CONTROL TEAMS

2-91. MCTs are attached to the MCB in order to provide decentralized execution of MCB movement responsibilities throughout a specified AO. MCTs may be employed on an area basis or at critical nodes in order to facilitate effective movement control. Four types of MCTs are used to support operations. They are port movement, area movement, movement regulating, and cargo documentation. See FM 4-01.30 for more information on movement control and MCT roles and functions.

ORDNANCE GROUP (EXPLOSIVE ORDNANCE DISPOSAL)

2-92. The ordnance group (explosive ordnance disposal) (EOD) conducts operations throughout the theater in support of combatant commanders or other government agencies to counter CBRNE and weapons of mass destruction threats. The EOD group provides C2 and staff planning for two to six EOD battalions.

2-93. EOD battalions provide the capability to render safe and dispose of U.S. and foreign conventional and unconventional unexploded ordnance (UXO), improvised explosive devices (IED), and CBRNE/weapons of mass destruction and associated materiel that present a threat to operations, installations, personnel and/or materiel. Routine clearing and rapid breaching of foreign or U.S. minefields are the responsibility of Army engineers. As part of the protection warfighting function, EOD provides the expeditionary Army with a rapidly deployable support package for rendering safe UXO and IEDs in any operational environment. Army EOD forces equip, train, and organize to support tactical land forces across the spectrum of conflict and provide theater and subordinate commanders with UXO and IED intelligence analyses to enhance U.S. and multinational force protection. ATTP 4-32 (FM 4-30.50) contains information on EOD operations.

2-94. The GCC's planning staff develops the theater-level concept of EOD support. The ASCC staff tailors EOD forces to support specified operations down to brigade combat team level. Responsibilities of EOD commanders at all levels include:

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

QUARTERMASTER GROUP (PETROLEUM)

2-95. The quartermaster group (petroleum) is responsible for inland bulk fuel distribution at the operational level; managing theater petroleum stocks; providing a base petroleum products laboratory for quality assurance; and coordinating petroleum procurement with its supporting joint area petroleum office. When required, the

group oversees the construction of petroleum facilities in a theater. It C2s petroleum pipeline and terminal operating battalions and petroleum supply battalions. These units operate and maintain petroleum distribution facilities that support the theater petroleum mission.

PETROLEUM PIPELINE AND TERMINAL OPERATING BATTALION

2-96. Petroleum pipeline and terminal operating battalions are assigned to the TSC and are normally attached to a petroleum group. Petroleum pipeline and terminal operating battalions are responsible for the operation and maintenance of a military petroleum distribution system that may include ports of entry, pipelines, tank farms, and tactical marine terminals. Their core capabilities include scheduling and directing the flow of bulk petroleum products through multiproduct military pipelines and coordinating the movement of bulk petroleum products by barge, rail, and truck.

2-97. Petroleum pipeline and terminal operating battalions are also responsible for implementing a quality assurance program and may operate a base petroleum products laboratory.

PETROLEUM SUPPLY BATTALION

2-98. Petroleum supply battalions are assigned to the TSC and are normally attached to a petroleum group. Under certain METT-TC conditions, they may be attached to a sustainment brigade. In such cases, they serve as the link between the pipeline systems and direct support (DS) supply units in their specified AOs.

2-99. Petroleum supply battalions are capable of providing both DS and GS petroleum supply. They may also store a portion of theater petroleum (reserve) stocks.

2-100. Petroleum supply battalions receive bulk petroleum via pipeline, rail, truck, or barge from terminals operated by a petroleum pipeline and terminal operating battalion. They may also receive deliveries from Defense Logistics Agency (DLA), Defense Energy Support Center (DESC) and commercial sources/contracts. These battalions receive, store, and transfer bulk petroleum to DS supply units. They operate 5,000- or 7,500-gallon tankers and, when feasible, rail cars or barges to distribute bulk fuels. When required, they can also provide bulk and retail supply point distribution. Petroleum supply battalions provide technical and operational supervision for the storage and distribution of petroleum products within their specified area of operations.

SUSTAINMENT BRIGADE

2-101. Sustainment brigades consolidate selected functions previously performed by corps and division support commands and area support groups into a single operational echelon and provide C2 of theater opening, theater distribution, and sustainment operations. Greater detail on these missions and organization of the sustainment brigade is provided in FMI 4-93.2. Combat sustainment support battalions (CSSB) are the building blocks of the sustainment brigades. Their headquarters' designs are standardized and they can consist of up to eight companies. CSSBs are modular and task organized to support theater opening, theater distribution, area sustainment, or life support missions.

2-102. Sustainment brigades provide C2 and staff supervision of life support activities, and distribution management to include movement control as an integral component of the theater distribution system. With augmentation, they are capable of performing theater opening functions. METT-TC considerations determine the mix of functional and multifunctional subordinate battalions under their control.

2-103. Sustainment brigades are an integral component of the joint and Army battlefield communications network; employing satellite and network-based communications that enable C2; visibility of the distribution system; and identification of support requirements.

2-104. The sustainment brigade materiel management effort is focused on the management of its supply support activities (SSA) in accordance with TSC plans, programs, policies, and directives. The sustainment brigade may also provide materiel management of bulk supplies through oversight of stockage areas such as bulk fuel and ammunition storage areas. The sustainment brigade coordinates and controls supply functions, including the redistribution of intratheater excess, to meet the operational requirements of the TSC and its supported units, employing near real-time situational awareness of stock records and asset visibility to provide

responsive and agile support. Analysis of stock status and mission requirements enables the sustainment brigade to effectively manage its workload and control potential backlogs or bottlenecks generated by competing requirements and/or priorities.

2-105. Based on parameter settings established by the TSC, the CTASC determines if the requested item is available from within the theater and directs a materiel release order to the sustainment brigade capable of satisfying the requirement. If the item is not available, the CTASC passes the requisition to the appropriate national inventory control point (NICP) for fill. In most instances, the actions described above are performed by the CTASC automatically in accordance with TSC-controlled parameter settings that include referral tables. This application of centralized control and decentralized execution enables responsive and agile support throughout the theater, effectively minimizing customer wait time (CWT).

Note. Customer wait time measures the speed and efficiency of the logistics community's ability to support the Soldier in the field.

TRANSPORTATION THEATER OPENING ELEMENT

2-106. The transportation theater opening element (TTOE) is attached to a sustainment brigade when that brigade is assigned the mission of early entry and establishment of an area of operation's logistics base. The TTOE provides an additional 54 transportation personnel and allows the brigade to function as a seaport operator and distribution manager. With this capability, the brigade establishes the initial surface distribution system for an area of operations.

2-107. TTOE capabilities provide a sustainment brigade with the staff augmentation and functional expertise necessary to efficiently and effectively conduct theater opening operations (less health service support) that include RSOI of deploying Army forces. RSOI functions include coordinating, synchronizing, and clearing of aerial ports of debarkation/sea ports of debarkation (APOD/SPOD) holding areas, staging areas, and marshalling areas; personnel and unit equipment integration; life support; and the multi-modal onward movement of units and/or supplies to tactical assembly areas (TAA) and/or distribution hubs. The execution of RSOI functions require close coordination with supported commanders, the TSC, joint partners, and the HN.

2-108. Other TTOE functions include:

- Evaluating and ensuring that the appropriate mode is employed and fully integrated with materiel distribution requirements.
- Providing advice on the use and implementation of assigned, attached, contracted, and HN motor transport assets.
- Providing guidance on positioning of motor transport, air, and rail assets throughout the AO.
- Monitoring and maintaining the status of all modal transportations assets in the AO and ensuring proper tasking.
- Providing advice on the use and implementation of assigned, contracted, and HN terminal and watercraft operations.
- Providing terminal infrastructure assessment.
- Monitoring and coordinating operations and positioning of all terminal operations in the AO, to include motor, rail, inter-modal, air and sea.
- Monitoring and maintaining status of terminal assets in the AO to ensure they are properly employed and not over-tasked.

2-109. At some point along the deployment-employment-sustainment continuum the TTOE may be attached to the ESC to facilitate theater-level movements in accordance with the TSC movement program and support ongoing deployment/redeployment operations.

COMBAT SUSTAINMENT SUPPORT BATTALION

2-110. The CSSB is the building block upon which TSC sustainment capabilities are developed. Typically attached to a sustainment brigade, the CSSB is tailored to meet specific mission requirements. Attached capabilities, drawn from the force pool, may include transportation, maintenance, ammunition, supply, mortuary affairs, airdrop, field services, water, and petroleum.

2-111. Employed on an area basis, the CSSB plans, coordinates, synchronizes, monitors, and controls sustainment operations (less health service support) within a specified AO; supporting units in or passing through its geographic area.

MOTOR TRANSPORTATION BATTALION

2-112. Motor transportation battalions are assigned to the TSC and are normally attached to sustainment brigades conducting theater distribution missions. A motor transportation battalion's core capabilities include motor transport operations and terminal operations (less seaport). It C2s three to seven motor transport or cargo transfer companies.

2-113. The motor transportation battalion staff translates mission orders from the sustainment brigade into specific requirements; operationally controlling the operation of truck terminals, trailer transfer points, and trailer relay operations within its assigned AO.

TRANSPORTATION TERMINAL BATTALION

2-114. Transportation terminal battalions are assigned to the TSC and are normally attached to sustainment brigades. A transportation terminal battalion's core capabilities include terminal and inland waterway operations. Terminal operations include truck, rail, air, and marine terminals.

2-115. A transportation terminal battalion C2s three to seven transportation terminal operations or watercraft companies. The transportation terminal battalion staff translates mission orders from the sustainment brigade into specific requirements; enabling the effective and efficient flow of materiel and personnel into and out of the theater.

ORDNANCE BATTALION (AMMUNITION)

2-116. Ordnance battalions (ammunition) are assigned to the TSC and are normally attached to sustainment brigades. An ordnance battalion is typically employed to provide C2 of modular ammunition units operating theater storage areas at the operational level; providing technical supervision of subordinate unit ammunition operations, except for inventory management functions performed by the TSC.

2-117. Subordinate ammunition units receive munitions from the national level; maintain theater stocks; conduct operational-level reconfiguration; and distribute munitions to forward storage areas located throughout the theater.

FINANCIAL MANAGEMENT CENTER

2-118. The financial management center (FMC) functions as a staff element of the TSC and asserts technical coordination over all Army financial management companies and detachments in theater. The FMC Director, in coordination with the TSC G-8 or Support Operations, is the principal advisor to the ASCC commander and ASCC G-8 on all aspects of financial management operations. The FMC provides technical oversight of all Army financial management operations in the theater to include negotiations with HN banking facilities, advising unit commanders on the use of local currency, and coordination with national providers (U.S. Treasury, Defense Finance and Accounting Service [DFAS], Assistant Secretary of the Army for Financial Management and Comptroller [ASA FM&C] and United States Army Finance Command [USAFINCOM]) to establish financial management support requirements. The FMC sustains Army, joint and multinational operations by providing timely contractual and procurement payments and a theater disbursing capability. FMC functions include:

- Planning, coordinating, integrating, and synchronizing the procurement and use of local currency in support of maneuver commander's operational and tactical plans—to include advising unit commanders on the use of local currency in the conduct of personal affairs.
- Developing financial management policy and procedures for theater implementation, in coordination with the ASCC G-8.
- Preparing financial management annexes in support of TSC plans and orders, in coordination with the TSC G-8 and Support Operations.
- Providing advice regarding the interpretation and dissemination of financial management directives, policy, and guidance developed by the national providers.
- Identifying financial management force structure requirements, in coordination with the TSC G-3, and playing a key role in the force flow of financial management units.
- Implementing and enforcing internal control measures.
- Performing both appropriated and non-appropriated fund (NAF) accounting for the theater.
- Maintaining accounting records and reporting the status of appropriated and NAF funds distributed to the supported commands.
- Collecting and reporting NAF accounting data, disbursing NAF, and preparing NAF instrumentalities payrolls.
- Funding (U.S. and foreign) currency for the theater.
- Coordinating with host nation and military banking facilities to provide currency to financial management units and other Services or allied forces in accordance with inter-Service and inter-governmental agreements.
- Coordinating the establishment of local depository accounts in theater.
- Establishing and maintaining the financial management information network in coordination with theater signal providers.
- Coordinating the installation of software and hardware updates to the financial management tactical platform (FMTP).
- Ensuring system integrity against computer viruses by enforcing appropriate system security measures.

HUMAN RESOURCES SUSTAINMENT CENTER

2-119. The human resources sustainment center (HRSC) functions as a staff element of the TSC. The HRSC provides theater-level support to the ASCC G-1 and enables the TSC Commander to plan, integrate and execute HR support to the theater. The TSC is the key linkage between the ASCC G-1 who provides the policy, direction, and guidance for HR support to the theater and the HRSC, which executes the HR support mission for postal, casualty, R5 and PASR. The HRSC has a defined role to ensure that the theater HR support plan is developed and then supported with available resources within the TSC. The HRSC is the technical link to HR organizations which execute postal, R5, and casualty operations, and personnel accountability support functions.

2-120. The HRSC is a multifunctional, modular organization that integrates and ensures execution of HR support throughout the theater as defined by the policies and priorities established by the ASCC G-1 in postal, casualty, R5 and personnel accounting and strength reporting (PASR) core competencies. The HRSC provides planning and operations technical support to the TSC DMC. The HRSC provides technical guidance to the HR operations branch in sustainment brigades and ESCs, and HR companies and teams. The HRSC's flexible, modular and scalable design increases the HRSC director's ability to recommend HR support based upon the number of units and Soldiers supported and METT-TC. The HRSC's ability to directly coordinate needed sustainment resources with the TSC DMC to support postal and R5 operations is critical to mission success.

2-121. The HRSC provides technical guidance and ensures execution of the personnel accounting, postal, R5, and casualty core competencies performed by HR (Standard Requirements Code [SRC] 12) elements, including theater gateway R5 teams, military mail terminal, HR Companies, platoons, teams and the HR operations branches in the sustainment brigades and ESCs. The HRSC provides operational planning, and current and future operations management. It coordinates support for the TSC and ASCC G-1, ensures connectivity and resource support for postal, R5 and casualty units, integrates personnel data when necessary, and participates in the TSC distribution management process. HRSC responsibilities include:

- Providing timely, accurate, relevant and reconciled information to the ASCC G-1 that enables the decision making process.
- Planning, coordinating, integrating and executing HR support as defined by the ASCC commander and TSC commander (especially in the core competencies of personnel accounting, postal, R5, and casualty operations).
- Providing technical guidance and support to subordinate HR branches, HR Companies and their subordinate platoons, and in some areas, supported G-1 and S-1 sections.
- Executing personnel accountability, data access/reporting/analysis, casualty operations, postal and R5 operations executed by SRC12 organizations in accordance with ASCC G-1 policy.
- Establishing the deployed theater casualty assistance center (CAC) linked to the casualty and mortuary affairs operations center at Human Resources Command.
- Establishing the infrastructure supporting the theater deployed personnel database, currently supported by the deployed theater accountability system. Operates and maintains the deployed theater accountability system database.
- Establishing linkages to continental United States (CONUS)-based postal national-level agencies such as the Military Postal Service Agency and the Joint Military Postal Activity (New York, San Francisco).
- Providing policy recommendations, through the TSC to the ASCC G-1, for inclusion in the Department of the Army (DA) G-1 personnel policy guidance which is routinely updated to reflect requirements for deployed forces.

SECTION VII: ATTACHMENTS

2-122. The term "Attachments" as used in the Section VII heading does not reflect a specified command relationship. The organizations described below reflect capabilities that may be provided to the TSC based upon supporting to supported agreements with strategic providers and/or METT-TC considerations within the theater, theater of operations, or JOA. Appropriate command relationships are attached, OPCON, or tactical control (TACON).

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

2-123. The Sustainment Brigade (Special Operations) (Airborne), (SB [SO] [A]), when deployed acts as the single logistics command element for a joint special operations task force (JSOTF). The SB (SO) (A) plans, integrates, and assesses Army common and special operations forces (SOF) peculiar logistics to sustain SOF across the spectrum of conflict. The brigade is designed to serve as an early entry element to C2 one CSSB in support of a conventional force subordinate to the JSOTF. The brigade monitors and updates the COP; synchronizes and manages sustainment and distribution operations; determines and anticipates sustainment requirements; plans, coordinates, and synchronizes both current and future sustainment operations for deployed SOF units. The brigade integrates Army special operations forces (ARSOF) support requirements into the ASCC support plan and ensures a timely response to ARSOF logistics requirements. It can operate as a stand alone SOF logistics command post or as a lateral staff agency to augment a TSC and can provide continuous, 24-hour operations for all SOF sustainment requirements.

2-124. If deployed, the SB (SO) (A) is intended to remain an interim capability and any one of the following triggers would cause a transfer of the logistics C2 mission to a conventional Army logistics C2 capability: C2 of more than one CSSB; geographical dispersion beyond the capability of the SB (SO) (A); operations longer than six months in duration; more than one major logistics node and more than one brigade combat team (BCT) deployed. After being relieved in place, the brigade would then employ an ARSOF support cell embedded with a conventional sustainment brigade, the ESC, or the TSC, to coordinate, monitor, and synchronize logistics support for JSOTF operations, other ARSOF operations, and for joint/multinational SOF where the Army is the lead Service for logistics.

2-125. The brigade has the capability to provide technical supervision, utilizing its ARSOF liaison element (ALE) and ARSOF support cell, to assist the ASCC/TSC and theater special operations command (TSOC) in the planning and execution of logistics and HSS/FHP supporting SOF requirements.

Note. The SB (SO) (A)'s ALE, a multifunctional logistics element, is the logistics planning and coordination link between the geographic combatant command, TSOC, SB (SO) (A), and the ARSOF command structure. ALEs are assigned to United States Army Special Operations Command SB (SO [A]), but habitually attached to a TSOC that coordinates logistical support provided by the ASCC to deployed SOF.

ARSOF SUPPORT CELL

2-126. The ARSOF support cell is a task organized deployable team comprised of multi-functional logisticians from within the SB (SO) (A) distribution management center. Its mission is to coordinate, monitor, and synchronize logistics support for the JSOTF operations, other ARSOF operations, and for joint/combined SOF where the Army is the lead Service for logistics.

2-127. To facilitate this support, an ARSOF support cell can be employed in the following four scenarios: to reinforce the group support battalion of special forces groups acting as a JSOTF by providing C2 of theater opening/theater distribution modules in an austere theater; to serve as the initial command post for a deployed SB (SO) (A) or, with augmentation from the SB (SO) (A), to serve as an interim sustainment C2 capability in support of an ARSOF-led JTF until a theater logistics infrastructure can be developed; to coordinate and monitor Army common and SOF-peculiar sustainment and HSS/FHP in support of ARSOF by collocating with deployed ESCs and TSCs. When not deployed, the ARSOF support cell personnel man the home station operations center and provide reach support to the ALE.

MEDICAL LOGISTICS MANAGEMENT CENTER SUPPORT TEAM

2-128. A medical logistics management center (MLMC), a subordinate unit of the MDSC, provides for the centralized management of medical materiel and maintenance throughout a theater. The MLMC is capable of deploying forward support teams while maintaining base operations within CONUS. MLMC support teams provide centralized management of medical materiel, primary medical items, medical maintenance, and coordination of the distribution of Class VIII materiel throughout a theater, theater of operations, or JOA.

2-129. MLMC support teams have the capability to deploy an early entry element to support theater opening operations. In most scenarios, the early entry element will deploy and establish initial operations. As the theater base expands, a follow-on element deploys and the two elements merge to form a single MLMC support team that is collocated with the TSC.

2-130. The MLMC has two forward support teams. One team is deployed per theater and collocates with the TSC in order to facilitate the integrated and synchronized flow of Class VIII materiel throughout the theater, theater of operations, or JOA. The MLMC support team accomplishes this by:

- Executing liaison functions between forward deployed medical units and CONUS-based strategic assets.
- Coordinating distribution of Class VIII materiel with TSC support operations.

- Developing and executing medical maintenance programs.
- Performing centralized management functions for critical medical items.
- Providing technical expertise in resolving medical maintenance problems within the theater.

2-131. When the Army is designated, by the GCC, as the single integrated medical logistics manager (SIMLM) for joint operations, the MLMC support team will execute the information management and distribution management portion of the SIMLM mission.

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Chapter 3

Command, Control, Automation and Communications

Chapter 3 describes command and control (C2) and the automated logistics systems the TSC relies upon to provide operational-level support to the operational Army , from source of supply to a point of need within the theater. Section I describes C2 and support relationships; and the Army C2 systems the TSC employs or interfaces with to conduct operations across the spectrum of conflict. Section II describes standard Army management information systems (STAMIS) and information systems that provide the TSC with the capability to efficiently manage resources and effectively support Army forces. Section III describes the STAMIS and information system enablers that provide the basis for situational awareness and understanding. Section IV describes the theater network support structure and services used to enable C2.

SECTION I: COMMAND AND CONTROL

COMMAND AND SUPPORT RELATIONSHIPS

3-1. Lessons learned during Operation Desert Shield/Desert Storm (ODS) and relearned during Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) clearly document the need for centralized C2 of support operations in order to provide the right support, at the right place, at the right time, and in the right quantities. The combination of centralized C2 and a supporting to supported relationship with maneuver forces provides this capability.

3-2. Inherent in these command and support relationships is a clear understanding of the roles of each commander. The establishing commander, typically the geographic combatant commander (GCC), will define the supporting to supported relationship, the degree of authority the supported commander has, and the overall priorities.

3-3. In general, the supported commander identifies his support requirements in terms of priority, location, timing, and duration. The supporting commander determines the forces, methods, and procedures to be employed in providing the support. If the supporting commander, subject to his existing capabilities and other assigned tasks, cannot fulfill the supported commander's requirements, then the establishing commander is responsible for determining a solution – i.e. a change in overall priorities or allocation of resources.

3-4. The supporting to supported relationship provides the TSC with the control it requires to effectively and efficiently conduct theater opening, sustainment operations, and operate the intratheater segment of the distribution system while simultaneously providing responsive support to Army and joint forces. From a supported commander's perspective, this relationship provides the means to gain increased access to required capabilities.

3-5. Forces allocated to the TSC, i.e. expeditionary sustainment commands (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 C2 headquarters during employment. The command relationship between the Army Service component command (ASCC) and TSC is assigned.

Note. When commanders establish command relationships they determine if the command relationship includes administrative control (ADCON). ADCON is equivalent to administration and support responsibilities identified in Title 10 United States Code (USC). This is the authority necessary to fulfill military department statutory responsibilities for administration and support. Attachment orders normally state whether the parent unit retains ADCON of the unit. If it does not, the attachment order specifically states that the gaining unit has ADCON. For operational control (OPCON) and tactical control (TACON), parent units retain ADCON. See FM 3-0 for additional information.

3-6. The typical relationship between TSC organizations and supported forces is support. (See Figure 3-1.) However, under certain mission, enemy, terrain and weather, troops and support available, time available, and civil consideration (METT-TC) conditions, TACON or OPCON may be appropriate. [For example, in a smaller-scale contingency or during support operations where a division is the senior Army headquarters and a sustainment brigade is the senior sustainment command in the AO/JOA.] Regardless of the formal command and control relationship, the TSC executes its C2 function and maintains situational awareness through command reporting enabled by logistics STAMIS, the Army Battle Command System (ABCS), and other mechanisms as established by the GCC/ASCC.

Unit[10]	Parent Unit	ARFOR[1] in AO / JOA	Corps as JTF	Division	BCT and Functional BDE
TSC[2]	ASCC	Support[2/3]	Support	Support	Support
TSC/TSC (-)[4]	ASCC	Support[4/5/6]	Support[7]	Support	Support
ESC[6/8]	TSC	Support	Support	Support	Support
SUST BDE	TSC	Support	Support	Support[9]	Support
CSSB / Functional Bn	SUST BDE	Support	Support	Support	Support

1 – Level of command designated as ARFOR is irrelevant (i.e. Corps, division, etc.).

2 – TSC operating from home station or in sanctuary at theater level.

3 – "Support" is a specified relationship, see JP 3-0 and FM 3-0.

4 – TSC deployed in part or whole.

5 – TSC and ARFOR are peer units assigned to the ASCC.

6 – Listed in OPORD Annex A as TSC (-).

7 – Army units are assigned to the ARFOR, not the JTF.

8 – Acting as forward command post of TSC.

9 – Supports Div(s) and non-Div elements on an area basis as assigned.

10 – Any of these EAB support units may be OPCON / TACON for a specific purpose such as base cluster defense, METT-TC.

Figure 3-1. Command and Support Relationships

3-7. Of special interest is the command relationship between the TSC and ESC. In order to fully understand the relationship between the TSC and ESC, and the ESC role, one must view the relationship from two perspectives: table of organization and equipment (TO&E) and doctrine.

3-8. Doctrinally, the ESC functions as an extension of the TSC rather than exclusively as a separate echelon of command. This approach is consistent with transformation efforts that led to the elimination of redundant capabilities at corps and division levels; and centralized control of sustainment operations (less health service support) at echelons above brigade.

3-9. The ESC is organized in accordance with TO&E 63702G100 and the TSC is organized in accordance with TO&E 63702G000 which necessitates a formal command relationship between the two organizations. The typical command relationship between the TSC and ESC is assigned. Although a near-mirror image of the TSC,

the ESC does not possess the same degree of capabilities as the TSC; primarily due to differences in manning levels.

3-10. When an ESC is deployed into an area of operations (AO)/joint operations area (JOA), its role is to provide forward-based C2 of TSC forces; providing the TSC commander with the regional focus necessary to provide effective operational-level support to Army forces or joint task force (JTF) missions. In this case, the ESC commander is dual-hatted as a deputy TSC commander and a supporting sustainment force is task organized to support mission requirements. The ESC commander/deputy TSC commander exercises OPCON of TSC resources allocated to the mission.

Note. Under certain METT-TC conditions the ESC may be OPCON to a JTF and function as a joint support control element. In this scenario, the TSC – ESC relationship is supporting to supported; the JTF – ESC relationship is OPCON; and the ESC – Army forces relationship is supporting to supported. Joint augmentation is required.

3-11. Concerned with maximizing the effectiveness of distribution-based logistics operations, the ESC commander/deputy TSC commander has the authority and control necessary to effectively employ TSC resources while synchronizing the execution of TSC plans and directives with ARFOR/JTF operational requirements. For example, the ESC commander/deputy TSC commander may organize and employ forces, assign tasks, designate objectives, and provide authoritative direction necessary to accomplish the mission.

3-12. The TSC commander employs either detailed or mission command, or a combination of the two C2 methods, depending on the complexity of the action or task to be performed and other METT-TC considerations. Mission command provides subordinate commanders with the greatest degree of flexibility to exploit opportunities and respond to threats by exercising disciplined initiative within TSC commander intent to accomplish the mission. Conversely, detailed command centralizes information and decision-making authority. Plans and orders are detailed and explicit, and successful execution depends on strict obedience by subordinates, with minimal decision-making and initiative on their part. Because of these disadvantages, mission command is preferred in almost all cases. See FM 6-0 for more information on detailed and mission command.

3-13. Essential to the seamless flow of supplies, materiel, and personnel throughout the theater is the parallel and collaborative planning that occurs between the TSC and ESC. Parallel and collaborative planning promotes situational understanding, enables unity of effort, and is essential for the successful execution of mission command. TSC plans officers work within several different planning horizons simultaneously – from a theater-wide perspective; anticipating requirements before they occur rather than responding to events as they unfold. Mission orders, that provide the "what" and "why" but leave the "how" for subordinate commanders to develop, provide the basis for ESC planning efforts.

3-14. The ESC may also engage in parallel planning with its supported ARFOR in its specified AO/JOA. This planning is then coordinated with TSC headquarters planners in order to ensure synchronized support to the maneuver commander.

3-15. This parallel and collaborative planning effort provides ESC plans officers enough time to adequately develop regionally-focused supporting and/or contingency plans for their AO/JOA; and permits the TSC commander to focus decision making on broader theater-wide issues.

TSC COMMAND AND CONTROL SYSTEM

3-16. The TSC commander executes centralized C2 through a C2 system that enables effective synchronization of the actions of subordinate units located throughout the theater with those of supported forces to achieve unity of effort and accomplish GCC/ASCC objectives.

3-17. The TSC C2 system is comprised of personnel, procedures, information management, and equipment and facilities that are essential to planning, preparing for, executing, and assessing support operations. The TSC C2 system consisting of the ABCS that includes the Force XXI Battle Command Brigade and Below System (FBCB2) and the Battle Command Sustainment Support System (BCS3); provides commanders and staffs with

a common operational picture (COP) of the GCC or ASCC operational environment. The means to visualize a COP come from BCS3, in-transit visibility (ITV) data, logistics status reports (LOGSTAT), and the various STAMIS employed by the TSC. A brief description of each element of the TSC C2 system follows.

PERSONNEL

3-18. The most important element of the C2 system is people—Soldiers who assist the commander and exercise control on his behalf. TSC personnel comprising the C2 system include the staff and deputy commander(s). The staff provides relevant information and analysis, makes running estimates and recommendations, prepares plans and orders, and monitors execution. Other C2-system elements exist to serve the personnel and the commander.

3-19. The staff operates the commander's C2 system; establishing and maintaining a high degree of coordination and cooperation with staffs of higher, lower, supporting, supported, and adjacent units. This relationship is based on mutual respect, developed through a conscientious, determined, and helpful approach focused on solving problems. Anything less undermines the confidence and trust required for mission command at all levels.

PROCEDURES

3-20. The TSC staff develops standardized procedures to govern actions within the C2 system in order to prioritize, direct, redirect, integrate, and coordinate sustainment functions effectively and efficiently. The use of standardized procedures and reporting processes reduces decision action cycle time; and enables the efficient use of constrained resources in support of rapidly changing operational requirements.

INFORMATION MANAGEMENT

3-21. Information management is the process of providing relevant information to the right person at the right time in a usable form to facilitate situational understanding and decision making. It uses procedures and information systems to collect, process, store, display, and disseminate information. It consists of relevant information and information systems. The computers (hardware and software) and communications directly involved in C2 constitute the information system.

EQUIPMENT AND FACILITIES

3-22. The equipment and facilities element of the TSC C2 system provides sustainment and a work environment for the other elements of the C2 system. Equipment and facilities include all C2-support equipment other than information systems. They must meet Soldiers' physiological needs—shelter, rest, sanitation, food, and water.

ARMY BATTLE COMMAND SYSTEM (ABCS)

3-23. The ABCS integrates Army warfighting functions to link strategic, operational, and tactical headquarters. It provides commanders and staffs at theater and below a COP through improved situational awareness and battlefield digitization.

3-24. The ABCS is comprised of the following subsystems: Advanced Field Artillery Tactical Data System, Air and Missile Defense Planning and Control System, Battle Command Sustainment Support System, Combat Terrain Information System, Distributed Common Ground System–Army, Command Post of the Future, Force XXI Battle Command Brigade and Below System, Joint Network Node, Maneuver Control System, and the Tactical Airspace Integration System.

3-25. Of the ABCS subsystems identified above, the TSC relies upon the Battle Command Sustainment Support System (BCS3), Command Post of the Future (CPOF), Distributed Common Ground System–Army (DCGS-A), and Force XXI Battle Command, Brigade-and-Below (FBCB2) to synchronize and integrate operations throughout the theater in accordance with ASCC priorities and intent. These ABCS subsystems

provide the TSC commander and staff with the primary means to maintain situational awareness through a COP. A description of TSC ABCS subsystems is provided below.

BATTLE COMMAND SUSTAINMENT SUPPORT SYSTEM

3-26. BCS3 is the Army's logistics C2 system—the fusion center, from theater to brigade. As the sustainment element of ABCS, it is a windows-based, lightweight, portable system that is highly platform independent. BCS3 provides battle command services including commodity tracking, convoy operations and tracking, and management of reception, staging, onward movement, and integration (RSOI). BCS3 also provides a sustainment COP.

3-27. BCS3 aligns sustainment, in-transit, and force data to provide actionable information that aids the commander in making critical decisions. BCS3 also gives logisticians and other personnel access to the latest available information on a map-centric view with logistics common data, in-transit visibility alert features, and input to combat power computations.

3-28. BCS3 enables commanders and logisticians to plan, rehearse, integrate, and sustain missions utilizing the same system. The following is a list of current BCS3 functional capabilities:

- Operates on classified as well as unclassified networks.
- Provides near-real time maneuver sustainment C2 on a map-based display.
- Provides flexible situational assessment products in response to queries from sustainment brigades and combat sustainment support battalions which are made available via secret internet protocol router network (SIPRNET).
- Provides reports and input forms for units, supply points, echelon status, and combat power.
- Enables dynamic unit task organization to reflect changing organizational relationships and full color mapping.
- Provides RSOI visibility and status.
- Accommodates electronic messaging and data exchange with ABCS.
- Provides access to critical items roster and command selected items roster (unit-selected items flagged for monitoring).
- Enables distribution management.
- Provides combat power data to maneuver control system.

COMMAND POST OF THE FUTURE

3-29. First introduced as a transformational technology in support of OIF, CPOF is a software capability hosted on a computer system that currently provides collaboration and visualization for Army division and brigade commanders and staff. The CPOF software provides a collaborative operating environment, voice over internet protocol, a highly intuitive, graphical user interface and enhanced briefing capabilities. CPOF allows commanders from battalion level and higher to feed real-time situational awareness into the system and have that information available in text and graphic representation immediately by fellow commanders and staffs at all levels. Inside the CPOF system network, operators can visualize the commander's intent and COP as well as manipulate tactical data in a collaborative manner alone or with other operators. The system is a valuable planning and management tool that allows commanders to access real-time situational intelligence. It eliminates the need for a physical tactical operations center (TOC) by providing a rich enough virtual TOC through collaboration in a distributed operating environment.

3-30. CPOF provides new capabilities for improving decision making by operational commanders by providing dynamic tailored visualization and collaboration tools for improved situation awareness and course-of-action (COA) development and dissemination. CPOF also enables a new concept for future command

environments, namely, the elimination of the fixed command post that will be replaced by battle command on the move.

DISTRIBUTED COMMON GROUND SYSTEM–ARMY

3-31. DCGS-A is a single integrated intelligence, surveillance, and reconnaissance (ISR) ground processing system that serves as the primary Army system for tasking, processing, correlating, exploiting, and disseminating ISR assets and information. DCGS-A provides operational commanders with access to data, information, and intelligence collected by national, joint, other Services, multinational, and Army intelligence as well as non-intelligence sensors and systems.

3-32. DCGS-A facilitates the development of situational understanding by allowing operational commanders to visualize, analyze, and understand the threat and other conditions of their operational environment, predict threat intentions, execute targeting, conduct ISR integration, and support information operations.

FORCE XXI BATTLE COMMAND, BRIGADE-AND-BELOW

3-33. FBCB2 provides situational awareness and C2 from brigade to Soldier/platform level. Functional capabilities include:

- Real-time situational awareness.
- Shared COP of the specific operational environment.
- Graphical displays, with friendly and enemy unit locations.
- Communications/electronics interfaces with host platforms.

SECTION II: STAMIS AND SUPPORTING INFORMATION SYSTEMS

ARMY HUMAN RESOURCE WORKSTATION

3-34. The Army Human Resource Workstation (AHRW) is a commercial-off-the-shelf (COTS) laptop which, when linked to the global information grid (GIG)/non-secure internet protocol router network (NIPRNET), provides an automation capability that supports Army human resource functions across the theater. AHRW provides commanders at each echelon with visibility of personnel accounting and strength reporting/personnel readiness management/personnel information management (PASR/PRM/PIM) data. This visibility is vital for determining unit readiness and planning future operations.

FINANCIAL MANAGEMENT TACTICAL PLATFORM

3-35. The Financial Management Tactical Platform (FMTP) is a deployable, modular local area network configured hardware platform that supports finance and resource management (RM) operations and functions across the spectrum of conflict. FMTP functionality includes vendor services, disbursing, accounting, travel, and RM software packages. FMTP improves internal control, reducing loss of funds and accountability risk, and complies with congressional/Department of Defense (DOD) mandated financial management reporting requirements.

MEDICAL COMMUNICATION FOR COMBAT CASUALTY CARE

3-36. Medical Communication for Combat Casualty Care (MC4) is the single information management/information technology system for automation and digitization efforts for Army medical forces. MC4 seamlessly links medical care throughout the theater; streamlining the collection, processing, storage, and transmission of medical information in the theater.

3-37. The MC4 system, using the theater medical information program, will automatically provide commanders medical situational awareness at all echelons within the AO.

PROPERTY BOOK UNIT SUPPLY ENHANCED

3-38. Property Book Unit Supply-Enhanced (PBUSE) accomplishes the functions of property accountability required by Army regulations (AR) 710-2 and 735-5 and Department of the Army Pamphlet (DA PAM) 710-2-1. PBUSE processes sensitive but unclassified information in the system's high-level mode, which uses permission control to manage who has access to what data. The system is accessed through user identifications and passwords; operates over the NIPRNET and internet connections.

3-39. PBUSE processes include formal property accountability (to include sub-hand receipts and component listings); requests for supplies, including an interactive catalog; document register maintenance; unit load management; financial capabilities; and asset visibility.

3-40. PBUSE uses the combat service support automated information system interface (CAISI) to interface with supply support activities, standard Army retail supply system (SARSS), two levels of standard Army maintenance system-enhanced (SAM-E), and the federal logistics record (FEDLOG). PBUSE also provides property book related data to the logistics information warehouse (LIW).

STANDARD ARMY RETAIL SUPPLY SYSTEM

3-41. SARSS provides stock control and supply management to the Army retail level. SARSS also provides supply-related data to the LIW. SARSS supports the accountability, requisition, storage, issue, and management of supply Classes II, III (P), IV, VII, and IX. SARSS supports split-based operations that provide supply management functions to all elements within a sustainment domain. Within the modular force, SARSS is comprised of three subsystems: SARSS-1, SARSS-2AC/B, and SARSS gateway.

3-42. SARSS-1 operates at the brigade support battalion and combat sustainment support battalion (CSSB) levels. SARSS-1 maintains accountable records and performs supply functions such as receipt, storage, and issue of supplies. Major functions executed in SARSS-1 include processing of customer requests for issue, cancellation, or modification; replenishment; excess identification; inventory; and location survey.

3-43. SARSS-2AC/B supports materiel management functions performed by the TSC and can also be found in ESCs and sustainment brigades. SARSS-2AC/B also maintains a custodial availability balance file that is updated by SARSS-1. This function provides the TSC with visibility of assets in all SARSS-1 activities throughout the theater. SARSS-2AC/B processes include management support, financial adjustment, Department of Defense activity address code (DODAAC) parameter maintenance, general system administration, and supports Army war reserves, materiel rebuild programs, and major item acquisitions. SARSS-2AC/B capabilities also include non time-sensitive functions such as catalog, document history, and demand history.

3-44. SARSS-Gateway provides a near real time mechanism to process unfilled requirements directly to Army wholesale level supply systems.

3-45. SARSS interfaces with several systems for data transfer. It supports the exchange of information using local area networks, modems, wireless CAISI, and very small aperture terminal capabilities.

STANDARD ARMY AMMUNITION SYSTEM-MODERNIZATION

3-46. The Standard Army Ammunition System-Modernization (SAAS-MOD) is an automated logistics information system designed to provide centralized information management to support TSC ammunition management functions throughout the theater. A multi-level automated ammunition management, reporting, and accounting system, SAAS-MOD automates all retail Class V management life-cycle functions.

3-47. SAAS-MOD automates the receiving, storing, and issuing processes at ammunition supply activities located throughout the theater (theater storage areas, ammunition supply points, and ammunition transfer holding points). It also enables the TSC to maintain ITV by incorporating the latest automated information technology to read and write radio frequency identification (RFID) tags. RFID tags provide the means for the ITV system to report munitions movements throughout the intratheater distribution system.

3-48. SAAS-MOD provides the TSC distribution management center with the capability to:

- Maintain the current status of all ammunition storage sites.
- Requisition from the national inventory control point (NICP).
- Support ad hoc query, including data imported and exported to other systems.
- Maintain and calculate the status of controlled supply rate.
- Recommend redistribution of assets.
- Support quality assurance and stockpile management.
- Forecast future requirements.

3-49. SAAS-MOD interfaces with the following automation systems: commodity command standard system, worldwide ammunition reporting system (WARS), and total ammunition management information system.

TRANSPORTATION COORDINATOR'S AUTOMATED INFORMATION FOR MOVEMENT SYSTEM II

3-50. The Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) is a joint automated information system for unit move and installation transportation office and transportation management office functionality. It provides an integrated traffic management capability and supports deployment, redeployment, and sustainment of U.S. forces. The system ultimately will be integrated with unit, installation, and depot-level supply systems to manage inbound and outbound movement, shipment, documentation, and requisition information. TC-AIMS II replaces TC-AIMS, Department of the Army Movement Management System—Redesign, and Transportation Coordinator—Automated Command and Control Information System.

Note. The United States (U.S.) Army is the proponent for TC-AIMS II.

3-51. TC-AIMS II enhances TSC capabilities to effectively and efficiently conduct theater opening operations in a theater of operations by:

- Supporting the joint deployment process for movement related aspects of RSOI and theater movement activities.
- Providing improved theater movement management functionality.
- Improving and expediting unit movement and transportation management actions.
- Providing an initial automated capability for port movement control elements to gain visibility of inbound units and cargo.
- Providing an automated capability for TSC early entry command and control elements to task available assets, and schedule, manage, and track multiple convoy movements.
- Providing additional reporting capability.

3-52. TC-AIMS II provides the TSC with an automated capability to forecast the arrival of personnel and intertheater cargo and containerized shipments, and to maintain visibility of command interest cargo en route to the theater. Thereby enhancing TSC capabilities to maintain the intratheater segment of the distribution system in balance and operating efficiently.

3-53. TC-AIMS II provides TSC distribution managers the capability to coordinate and provide transportation services to shippers, carriers, and receiving activities located throughout the theater. Automated functions include documenting transportation movement requests, tasking mode operators, forecasting, and reporting container and cargo movements throughout the distribution system. Other capabilities include scheduling and deconflicting convoy movements, maintaining unit personnel location manifesting data, and maintaining in-transit cargo and asset movement visibility.

3-54. TC-AIMS II provides mode operators an automated capability to receive commitments, conduct mission planning, task available assets, and maintain fleet asset status data.

STANDARD ARMY MAINTENANCE SYSTEM (SAMS)

3-55. There are three versions of SAMS: SAMS-1, SAMS-2, and SAMS-E which will eventually replace SAMS-1, SAMS-2, and ULLS-G. SAMS-1 is an automated maintenance management system used at the support maintenance company and component repair company found in the sustainment brigades and in the BSB's field maintenance company and FSC. The system automates work order registration and document registers, inventory control and reorder of shop and bench stock, as well as automating work order parts and requisitioning. It produces pre-formatted and ad hoc reports and allows extensive online inquiry.

3-56. SAMS provides the capability for automated processing of field and sustainment maintenance shop production functions, maintenance control work orders, and key supply functions. Requisitions are prepared automatically and an automatic status is received from SARSS-1. It also provides completed work order data to the logistics support activity (LOGSA) for equipment performance and other analyses.

3-57. SAMS-1 automates maintenance documentation and information gathering and transmittal. It also provides the following:

- Management of work orders and work order tasks.
- Allows transfer of repairs and/or due-ins between work orders and shop stock.
- Accounts for direct, indirect, and nonproductive man-hours.
- Simplifies and standardizes collecting and using maintenance data.

3-58. SAMS-1 improves readiness management and visibility by providing equipment status and asset data: raises the quality and accuracy of performance, and lower cost and backlog through improved maintenance management. SAMS-1 uses commercial off the shelf (COTS) hardware.

3-59. The SAMS-2 is an automated maintenance management system used at the SPO section of the sustainment brigade, CSSBs, and BSB. Field commanders use SAMS-2 to collect and store equipment performance and maintenance operations data. They use this data to determine operator and maintenance guidance to give to their subordinate maintenance units. SAMS-2 also provides the capability of monitoring equipment non-mission capable status and controlling/coordinating maintenance actions and repair parts utilization to maximize equipment availability. SAMS-2 receives and processes maintenance data to meet information requirements of the manager and to fulfill reporting requirements to customers, higher maintenance and readiness managers, and the wholesale maintenance level. Management can access data instantly to control, coordinate, report, analyze, and review maintenance operations. SAMS-2 also:

- Maintains equipment status by line number and unit within the command.
- Maintains a record of critical repair parts and maintenance problem areas.
- Provides visibility of backlog and planned repair requirements.
- Provides maintenance performance and cost evaluation tools.

3-60. SAM-2 provides maintenance and management information to each level of command from the user to the DA level. SAMS-2 collects, stores, and retrieves maintenance information from SAMS-1 sites and allows managers to coordinate maintenance workloads. SAMS-2 passes key maintenance and supply information to higher commands for maintenance engineering and readiness reporting requirements. SAMS-2 operates on COTS hardware.

3-61. SAMS-Enhanced is the replacement system that combines the functionality of SAMS-2, SAMS-2, and ULLS-G. This gives the FSCs, SPOs, and TSC one common operating system that simplifies automation repair and management.

SECTION III: STAMIS AND SUPPORTING INFORMATION SYSTEM ENABLERS

LOGISTICS INFORMATION WAREHOUSE

3-62. LIW consists of data management and business intelligence capabilities resulting from the merger of national and tactical logistics information. By integrating the logistics integrated data base (LIDB) with the integrated logistics analysis program (ILAP) under one organization, the Army's national and tactical data sources are harmonized to provide:

- One authoritative source of logistics information.
- One accurate view of the Army's materiel posture.
- Further reductions in unique and duplicative data stores.

3-63. LIW provides a re-engineered single sign-on web access to the existing capabilities of LIDB, ILAP, and a host of logistics support activity (LOGSA)/Army logistics tools. A query and reports capability provides commanders and managers a search capability for data maintained in the LIW. Data mining is accomplished by using search criteria such as national item identification number (NIIN), line item number, DODAAC, unit identification code, or serial/registration number.

3-64. A valid LIW account is required to access LIW databases. If you do not have an account, one can be requested by completing a system access request. The system access request may be found at: https://www.logsa.army.mil.

3-65. LIW provides TSC materiel managers, other logisticians, and commanders with an authoritative source for decision support and analysis. For example, TSC materiel managers use LIW and other LOGSA databases as their primary source of maintenance and readiness management data essential to sustainment. A brief description of selected LIW capabilities follows.

SUPPLY

3-66. The supply module provides TSC materiel managers with the capability to view asset quantities and locations for all items in the Army inventory. Search by NIIN for asset balance file assets, Defense Logistics Agency (DLA) asset manager position, and non-major asset storage locations. DLA asset visibility allows materiel managers to input a NIIN to gain visibility of the DLA item manager's asset position. The query response also provides a drill down capability to view current Army master data file (AMDF) and source of supply address information.

CATALOG

3-67. The catalog module provides a source for common logistics information. Catalog functionality also provides the capability to submit price challenges and AMDF discrepancy reports.

LIW PARTS TRACKER

3-68. The parts tracker module provides TSC materiel managers, other logisticians, and commanders the status of a requisition throughout the supply process as well as visibility of the requested item as it moves through the military or commercial transportation systems. Access to RFID tag information identifies the location of parts traveling through the Defense Transportation System. Parts tracker also provides location information from commercial shippers by using a document number to track the item.

LIW WEB LOGISTICS INTEGRATED DATA BASE PIPELINE

3-69. "Pipeline" is a centralized database that provides TSC materiel managers, other logisticians, and commanders visibility of supply and transportation actions for requisitions placed on the wholesale system. As materiel moves to Army customers worldwide, the automated supply and transportation systems provide

"pipeline" with the current location of the materiel in near real-time. The "pipeline" provides a quick reference to requisition status, shipping information, and receipt of materiel requisitioned. "Pipeline" is also the database for reporting Army distribution management and customer wait time (CWT) performance.

INTEGRATED LOGISTICS ANALYSIS PROGRAM

3-70. ILAP is the management tool, used by the Army to collect, integrate, and display logistics and financial data. ILAP gathers data daily, weekly, and monthly from multiple STAMIS at tactical, operational, and strategic levels, as well as from the Defense Finance and Accounting Service (DFAS). Supply, maintenance, and financial data are integrated, aggregated, and displayed at levels of aggregation appropriate for each management level to provide summary decision support views and detailed drilldown capabilities for document level details.

3-71. As a decision support application, ILAP produces informational management reports in an easy-to-understand, readable format that assists TSC materiel managers, other logisticians, and commanders in the decision-making process by integrating data from numerous sources.

AUTOMATED IDENTIFICATION TECHNOLOGY

3-72. Automated identification technology (AIT) is a family of data-capturing devices designed to provide rapid and accurate retention and retrieval of source data. AIT includes a variety of read-and-write data storage technologies used to process asset identification information. These technologies include linear and two-dimensional bar codes, magnetic strips, integrated circuit or "smart" cards, optical memory cards, contact memory buttons, RFID technology and data collection devices, and magnetic storage media. AIT, largely in the form of RFID technology, is the primary method of achieving in-transit visibility and a key component of DLA's asset visibility system.

Note. Micro-Electrical Mechanical Systems integrated with RFID technologies are being incorporated into the radio frequency – in-transit visibility (RF-ITV) infrastructure by Product Manager, Joint-Automatic Identification Technology. This added capability provides visibility of materiel condition (temperature, humidity, light, and intrusion detection).

3-73. In-transit visibility is a critical element of TSC capabilities to effectively and efficiently manage the intratheater segment of the distribution system. To maintain near-real-time visibility of shipping containers, vehicles, equipment, and pallets moving throughout the theater, the TSC relies upon a RF-ITV system. This system provides near-real-time accurate tracking information of shipments and their contents as they travel across the distribution system. The asset visibility gained from this tracking and location system is essential for ensuring the right materiel is delivered to the right location when and where it is needed.

3-74. In order to track RFID tagged shipments across the intratheater segment of the distribution system, a network of interrogators is established at supply support activities, air and sea ports, and at critical points along main supply routes (MSR). As RFID tagged shipping containers, vehicles, equipment, and pallets pass these interrogator locations, the interrogator reads the RFID tags and transmits the data to a regional ITV server which updates the RF-ITV global network. The ITV server provides a mechanism for the TSC (and others) to query shipment status and location information. This asset visibility provides the TSC with a near real-time location of assets.

BATTLE COMMAND COMMON SERVICES

3-75. Battle Command Common Services (BCCS) is a suite of servers that forms the hub for the network of ABCS systems. It provides the tactical battle command and enterprise servers, services and large-volume data storage for commanders and staffs at battalion through ASCC levels, attached to the tactical local-area network via ethernet and joint network node topologies. Interoperability between and among the various ABCS systems is facilitated through the use of publish and subscribe services (PASS)/PASS shell/data dissemination services and the tactical services gateway. Essential enterprise services include email, asynchronous collaboration and

file storage, and data-basing. Data residing on the tactical local-area network is stored in a fabric attached storage device that is part of the BCCS server suite.

COMBAT SERVICE SUPPORT AUTOMATED INFORMATION SYSTEMS INTERFACE (CAISI)

3-76. CAISI is COTS technology, integrated for Army use, which provides logisticians with a dedicated logistics communications capability. It enables any COTS system to securely network within brigade support areas and supply support activities, and to electronically exchange information via tactical or commercial communications with higher headquarters and the TSC.

3-77. The latest configuration of CAISI incorporates an improved COTS wireless technology enabling CAISI to communicate in tactical environments over much longer line of communication (LOC).

COMBAT SERVICE SUPPORT VERY SMALL APERTURE TERMINAL

3-78. CSS Very Small Aperture Terminal (CSS VSAT) is a software-driven terrestrial based station used for the reliable transmission of logistics data via satellite. Routinely used in conjunction with CAISI, it permits the transmission of data via the NIPRNET from anywhere in the world to anyplace in the world with appropriate reception capability. Together with the CAISI, the CSS VSAT has given the TSC the visibility it needs to manage and C2 support across the theater.

SECTION IV: THEATER NETWORK SUPPORT

SIGNAL COMMAND (THEATER)

3-79. A Signal Command (Theater) (SC [T]) or senior signal brigade provides signal support to the ASCC and Army elements, such as the TSC headquarters, operating at the operational level. Most often this means installing and operating large-scale, non-mobile network infrastructures, tactical gateways, heavy network systems, nodes and hubs necessary for increased bandwidth, range extension, and theater reach capabilities. Theater signal operations often provide large-scale connections between tactical networks and the GIG.

3-80. The SC (T) is organized, equipped, and manned to plan, engineer, integrate, manage, and defend the Army's portion of the GIG. The SC (T) is the primary network provider for theater landwarnet (LWN). It exercises C2 over strategic and tactical signal organizations, the theater network operations and security center (TNOSC), visual information resources, wire and cable, and commercial infrastructures, and theater signal maintenance. Operational-level information services mesh seamlessly with those of the sustaining base, which may be located within the continental United States (CONUS) or another theater. Signal assets connect to the defense information system network through various methods and provide a reach capability for split-based operations. These signal assets provide:

- Access to the commercial and host nation (HN) infrastructure, when available.
- Connectivity with JTF/joint force land component command headquarters.
- Defense information systems network services.
- Connectivity with logistics support activities, and home stations node.
- Connectivity with joint and multinational forces.

LANDWARNET

3-81. LWN is the connecting point that makes the Army an integral part of any joint force. It includes computers, software, architecture, security communications, programs, and facilities; and provides the capability to process, store, transport, and stage information over a seamless network. It includes all Army

networks, from sustaining bases to forward-deployed forces. LWN integrates the Army's warfighting, business, intelligence, and network domains and provides access to the GIG.

THEATER SERVICES

NON-SECURE INTERNET PROTOCOL ROUTER NETWORK

3-82. NIPRNET is a network of government-owned internet protocol routers used to exchange sensitive unclassified information. It provides access to specific DOD network services and supports a wide variety of applications such as electronic mail, web-based collaboration, information dissemination, and connectivity to the worldwide internet. Access to the NIPRNET is obtained through a standardized tactical entry point site or teleport and is then distributed through an unclassified theater network. NIPRNET enables a myriad of other reach functions from deployed forces to the sustaining base and lateral collaboration among deployed elements.

SECRET INTERNET PROTOCOL ROUTER NETWORK

3-83. The SIPRNET supports critical C2 applications and intelligence functions. It operates in a manner similar to the NIPRNET, but as a secure network. As with the NIPRNET, the SIPRNET provides access to many web-based applications, as well as the ability to send and receive classified information up to United States (U.S.) secret. These applications and capabilities enable the effective planning and execution of plans in a secure environment. The SIPRNET also enables a myriad of reach logistics functions from deployed forces to the sustaining base and lateral collaboration among deployed elements.

COALITION-LOCAL AREA NETWORK (C-LAN) AND COALITION-WIDE AREA NETWORK (C-WAN)

3-84. Coalition networks are established to support coordination and collaboration among U.S. and non-U.S. forces in the operational environment. C-LAN and C-WAN services support planning and execution of operations involving coalition forces. C-LANs and C-WANs operate at both sensitive but unclassified and classified levels. C-LANs and C-WANs may operate as local or limited regional entities, or they may connect to and extend the services of the combined enterprise regional information exchange system (CENTRIXS). The CENTRIXS is a standing classified-capable coalition network.

SECURE AND NON-SECURE VOICE

3-85. Secure and non-secure voice remains a significant user requirement in all networks. Switched voice service allows connections between and among home station and theater locations. The service includes long-haul switched voice, facsimile, and conference calling. Secure voice connections may also be used for facsimile traffic. More networks are now incorporating and employing secure voice over internet protocol instead of the traditional switched circuit requirements. Non-secure voice provides the essential day-to-day connections used in common, routine business, but also includes requirements to provide connectivity to civilian telephone networks in the sustaining base and host nation. Additionally, the non-secure voice network, the defense switched network, can be extended to joint and multinational subscribers.

VIDEO TELECONFERENCING

3-86. Video teleconferencing (VTC) is a mainstay collaboration tool in deployed environments. It provides the best available technical alternative to face-to-face meetings that provide users with human-factor feedback and interaction when they must collaborate from separate locations. VTC also better facilitates online collaboration and coordination with various automation tools and applications.

CURRENT AND EMERGING NETWORKS

3-87. OEF and OIF showed that the mobile subscriber equipment (MSE) and Tri-Service Tactical Communications Program (TRI-TAC) systems, based largely on terrestrial radio relay, were not able to keep pace with fast-moving maneuver forces operating over huge expanses of terrain. The voice switch network was

also incapable of handling the increased amount of digital data being passed by automated battle command and business systems. To provide communications support for battle command on the move and at the quick halt, a net-centric multipoint satellite network was developed. The joint network node–network (JNN-N) was integrated into the Army network architecture as an interim to bridge MSE and TRI-TAC systems prior to warfighter information network-tactical (WIN-T) fielding. The JNN-N primarily employs satellite communication links, enabling rapid installation and relocation of communications support as forces maneuver. Using COTS equipment, the JNN-N has introduced internet protocol capabilities to the battlefield and dramatically increased the capacity for moving data at corps, division, brigade, and battalion levels.

Note. With the advent of the LWN and the increase in satellite communications-based and on-the-move data capable systems, the Army and other Services must still employ existing current technology and legacy systems to fill any gaps until the joint network transport capability-spiral to WIN-T fully fields across all Services and all components.

JOINT NETWORK NODE–NETWORK

3-88. The JNN-N system is a suite of communications equipment that is housed at fixed strategic locations and in tactical transportable shelters and associated transit cases. The system will facilitate effective control over communication links, trunks, and groups within a deployed network. The JNN-N system consists of three major communications elements:

- Regional hub node.
- Joint network node.
- Command post node.

3-89. The JNN-N is designed to interface with current technologies via the JNN. The JNN is deployed at both the division and brigade level. The JNN capabilities can provide joint and multinational connectivity and allow for interfacing to current networking communications systems through:

- Standardized tactical entry points.
- Beyond line of site.
- Line of site.

3-90. The JNN is also interoperable with commercial networks and current force communications networks, i.e., MSE and TRI-TAC. For more detailed information on the JNN-N system, refer to the Field Manual Interim (FMI) 6-02.60.

TRI-SERVICE TACTICAL COMMUNICATIONS

3-91. The TRI-TAC networks are node-based, digital, circuit-switched voice and data networks supporting tactical users in the theater. TRI-TAC is an interoperable communications system that permits communications among all the armed services. TRI-TAC employs more fiber based and satellite communications systems to meet larger bandwidth requirements at theater level. While TRI-TAC shares the same basic principle architecture as MSE, it does not employ mobile subscriber radiotelephone terminal communications systems.

AREA COMMON USER SYSTEM/MOBILE SUBSCRIBER EQUIPMENT

3-92. MSE is a voice-centric system designed to provide limited on-the-move and limited data capability. MSE also utilizes secure radiotelephone systems to extend the range for on-the-move voice users. MSE architecture is based on an area node system. Node centers provide the entire area network with connectivity and switching capability with some support to command post subscribers. The node centers serve as hubs for the entire nodal system with user extensions coming from the large extension nodes and small extension nodes. The extension nodes provide voice, data, and facsimile communications to area users. Satellite communications and line of sight ultrahigh frequency radio links provide connectivity among node centers and from node centers to the network extensions. This architecture furnishes all MSE subscribers with automatic switching.

3-93. MSE is part of a three-tier communications network. It ties into the TRI-TAC tier supporting the theater switched network provided by the TRI-TAC system. MSE also provides combat net radio users with an interface to the area common user system via a secure digital net radio interface. This capability links single channel ground and airborne radio system users with telephone subscribers that provide added communications for maneuver units.

COMBAT NET RADIO

3-94. Traditional echelons above corps operations rely little on combat net radio systems for C2 compared to the voice requirements employed by divisions, brigades, and battalions engaged in the close fight. With asymmetrical warfare and the concept of deploying integrated theater signal battalions or expeditionary signal battalions to support a corps, division, or brigade combat team (BCT), the need for combat net radio as a viable C2 and communications system still exists. Combat net radio throughout the theater will see trends as follows:

- Higher reliance on organic high frequency, satellite communications, very high frequency/frequency modulation, and Joint Tactical Radio Systems.
- More use of commercial systems such as Iridium, international maritime satellite, and multi-band inter/intra team radios.
- Integration of developing on-the-move capability.

3-95. Range extension for combat radio nets, especially the single-channel ground and airborne radio system, is normally accomplished by retransmission employed at the tactical and operational level by division and legacy corps organizations. Within the theater, there are increasing needs for embedded range extension capabilities to cover extended distances within the JOA. Tactical necessity will see more organic combat net radio retransmission or satellite communications-based range extension. With the advent of the Joint Tactical Radio Systems, meshed nets and range extension will become an embedded capability within each platform.

FEDERATION OF NETWORKS

3-96. Logistics Data Network (LOGNET) and MC4 (discussed earlier in this chapter) belong to a federation of networks. Though not fully integrated under the LWN, these specified "stovepipe" networks operate as a federation of networks until fully integrated into a single contiguous enterprise. Stovepipe network designs normally serve only a narrow community of users or a specific function and have limited or no interoperability with other systems or communities. As the Army continues to equip JNN-N throughout its forces, the signal commands will be better equipped to provide those interfaces to today's stovepipes to begin the transformation from the current "federation of networks" to an integrated Service network known today as the LWN.

LOGISTICS DATA NETWORK

3-97. LOGNET supports TSC sustainment requirements by capitalizing on efficiencies gained by specific technology insertion. LOGNET enables direct access to joint NIPRNET networks and information systems. LOGNET is a satellite communications-based design that supports the ability to employ multifunctional and tailored C2 capabilities to operational forces regardless of the mission or task organization. The resulting standardization of capabilities delivered through the use of the same COTS communications equipment and technologies as joint, Service, and commercial partners enhances the Army's ability to keep pace with constantly evolving commercial information technology. TSC sustainment units operate primarily in an unclassified environment. The business enterprise architecture allows the TSC to connect to the NIPRNET both at home station and while deployed by the same means. This capability dramatically improves continuity of support and better enables the TSC to conduct operational-level sustainment operations. It also fulfills the Army's Title 10 USC requirements of the wartime executive agency, the North Atlantic Treaty Organization's (NATO) standardization agreements, and the acquisition and cross-servicing agreement requirements for the ASCC.

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Chapter 4
Support Operations

Within the spectrum of conflict, theater sustainment commands (TSC) and other Army forces operate as part of a joint force and often within a multinational or interagency environment. Chapter 4 describes how the TSC sustains operations across the spectrum of conflict; leveraging joint and sustaining base capabilities to provide efficient, effective support throughout the theater. Primary TSC operational-level focus areas include: distribution management, materiel management, movement control, financial management, and human resources. Section I provides an overview of the Army Service component command (ASCC)/TSC command relationship as well as a description of the theater construct. Section II discusses reception, staging, onward movement, and integration (RSOI). Section III describes TSC distribution management capabilities, functions and retrograde. Section IV describes materiel management responsibilities, functions and retrograde. Section V describes movement control. Section VI describes the provision of sustainment. Section VII discusses Army special operations forces (ARSOF) support. Section VIII discusses the TSC role in providing common-user logistics support to the joint force. Section IX discusses redeployment. Other TSC operational-level focus areas - not discussed in this chapter—include positioning of facilities and reconstitution.

SECTION I: OVERVIEW

4-1. Army forces within a unified theater are supported by the ASCC's theater sustainment command. The ASCC normally retains command and control (C2) of TSC assets in order to effectively and efficiently integrate and synchronize operations across the entire theater. There are situations, however, in which TSC assets may be under the tactical control (TACON) or operational control (OPCON) of a supported Army forces.

4-2. Military operations within a theater may range from stable peace to general war. When armed conflict does occur, it may involve only a portion of the theater. In situations such as this, the geographic combatant commander (GCC) may designate the region in conflict as a theater of war and/or theater of operations. When a theater of operations, or subsequent area of operations (AO), is established within a theater, the ASCC commander establishes support priorities in accordance with ARFOR requirements to achieve GCC objectives. A support to supported relationship is established between the ARFOR and the TSC which permits the TSC to employ theater-wide resources to provide timely, responsive support to the ARFOR.

4-3. With the exception of joint special operations task force (JSOTF) and ARSOF support elements and United States Transportation Command (USTRANSCOM) single port manager units, the TSC C2s all echelons-above-brigade sustainment operations (less health service support) in a theater; achieving unity of command and operational flexibility to ensure the uninterrupted flow of personnel, equipment, and supplies.

4-4. The TSC support structure is based upon detailed mission analysis and other METT-TC considerations. Required capabilities may vary from theater to theater or by phase of the operation. Modular unit designs provide the means to effectively build required capabilities as operational requirements change. Additionally, TSC planners consider the use of host nation support (HNS), contracted support, and support from other Services as alternatives to adding force structure to the TSC. The structure in Figure 4-1 represents a notional TSC support structure.

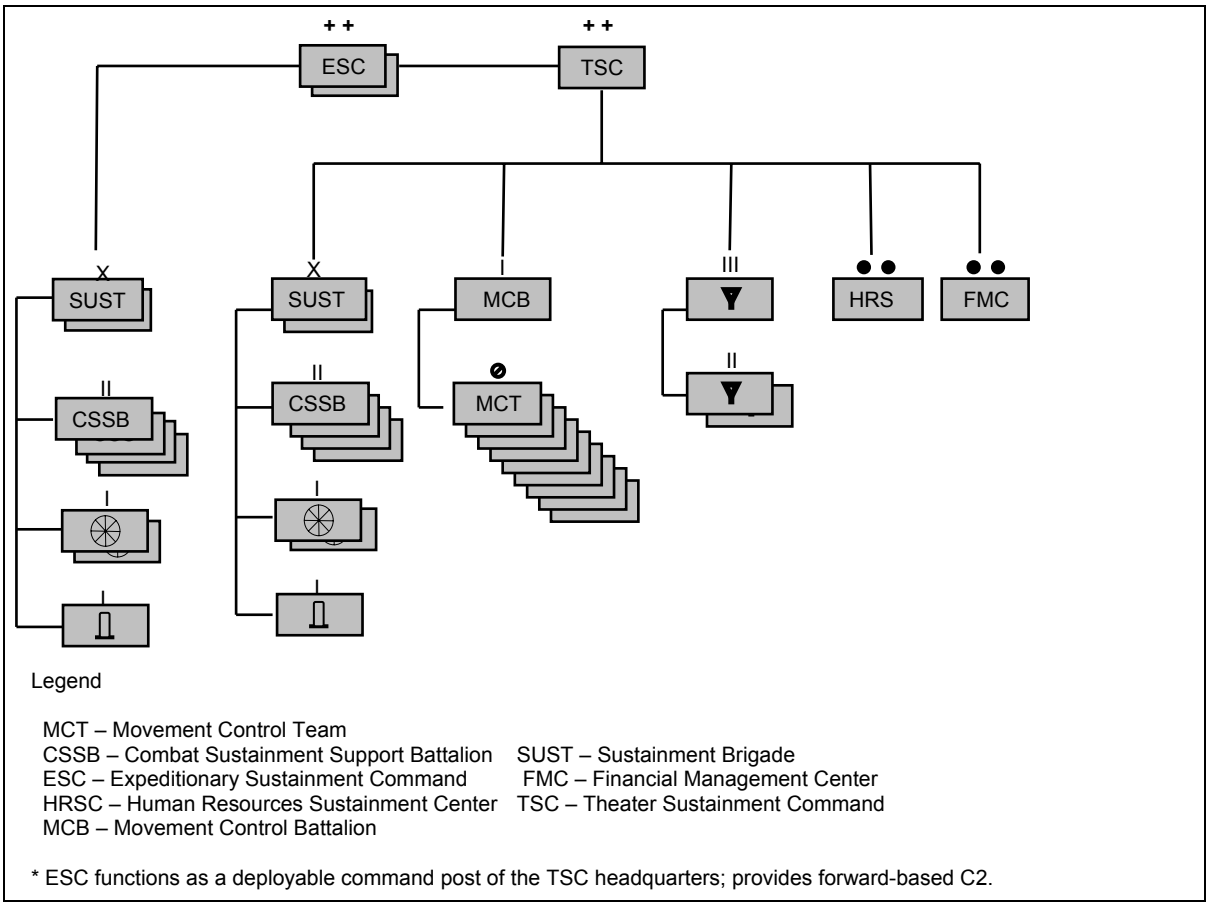

Figure 4-1. Notional TSC Structure

4-5. A TSC may very well be required to simultaneously synchronize and integrate deployment and sustainment operations across a theater that contains multiple theaters of operations (see Figure 4-2). In situations such as this, the TSC may employ multiple expeditionary sustainment commands (ESC) to provide a forward C2 presence in order to provide responsive support to multiple Army forces. In this case, the ESC commanders are dual-hatted as deputy TSC commanders and exercise OPCON of TSC attached forces.

4-6. The TSC staff's primary role in the mission command process is the development of plans and mission orders. Effective parallel and collaborative planning produces plans and mission orders that:

- Foster mission command by clearly conveying the commander's intent.
- Assign tasks and purposes to subordinates.
- Contain the minimum coordinating measures necessary to synchronize the operation.
- Allocate or reallocate resources.
- Directs preparation activities and establishes times or conditions for execution.

4-7. Mission command requires a common understanding of the situation. Theater-wide situational awareness is essential to maintaining the intratheater segment of the distribution system in balance and operating in harmony with the global distribution system. In part, this is accomplished through collaboration and coordination with Army and joint partners at the strategic, operational, and tactical levels. A critical component of which is the TSC capability to establish and maintain a common operational picture (COP). The means to visualize a COP come from the battle command sustainment support system (BCS3), in-transit visibility (ITV) data, logistics status (LOGSTAT) reports, and various standard Army management information systems (STAMIS) employed by the TSC.

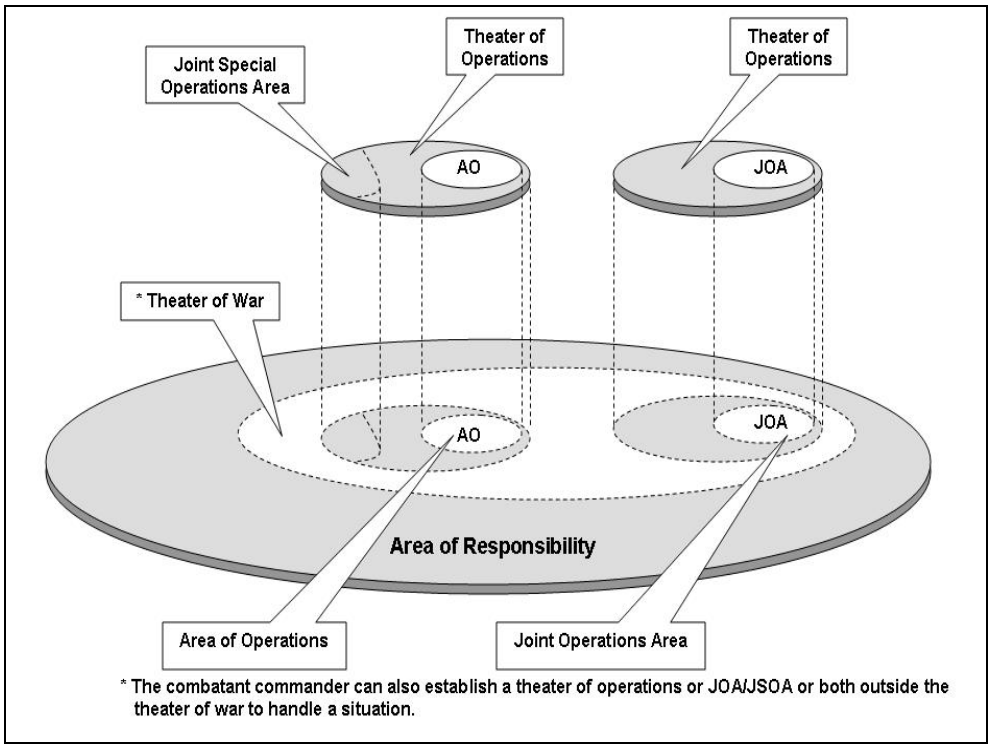

Figure 4-2. Notional Theater Construct

4-8. A key factor in maintaining situational awareness and enabling unity of effort is TSC participation in GCC and subordinate joint force commander (JFC)-level boards and centers. Established on an as required basis, boards and centers establish policies and set priorities; provide for improved synchronization and integration; and enable the effective flow of resources in support of operational objectives.

Note. Under certain METT-TC conditions, the TSC may be responsible for chairing certain boards or centers. Boards and centers are resourced from the internal assets of the participating organizations—a necessity that may cause manning issues for the participating organizations.

4-9. Although all TSC staff sections play an important role in supporting mission requirements, it is the support operations (SPO) section (see Figure 4-3) that is the TSC center of gravity. It is within the support operations section that materiel and distribution management occurs; enabling synchronized and integrated operational-level sustainment support throughout the theater.

4-10. The support operations section, and in particular the distribution management center (DMC), is augmented as required by METT-TC or in accordance with supporting to supported agreements in order to synchronize requirements and employ constrained resources more effectively and efficiently. For example, theater-level inventory management of Class VIII is accomplished by a medical logistics management center (MLMC) support team that collocates with the TSC DMC; providing the medical deployment support command (MDSC) with visibility and control of all Class VIII theater inventory and the capability to integrate Class VIII distribution requirements with those of the TSC controlled intratheater distribution system.

4-11. The TSC SPO serves as the focal point for coordination on all matters pertaining to sustainment for:

- Supported units and major commands.
- Other Services or multinational partner forces.
- Other Army major commands (to include specialized commands).

- Strategic-level organizations providing support in the theater.
- Joint boards, centers, and bureaus.

4-12. Coordination is essential for the following reasons:

- Ensuring a thorough understanding of the commander's intent.
- Ensuring complete and coherent staff actions.
- Avoiding conflict and duplication by adjusting plans or policies before implementation.
- Considering all factors affecting the situation.

Note. Additional information on the key organizations that the TSC interfaces with to provide synchronized and integrated support to Army and Joint forces may be found in Chapters 1 and 5.

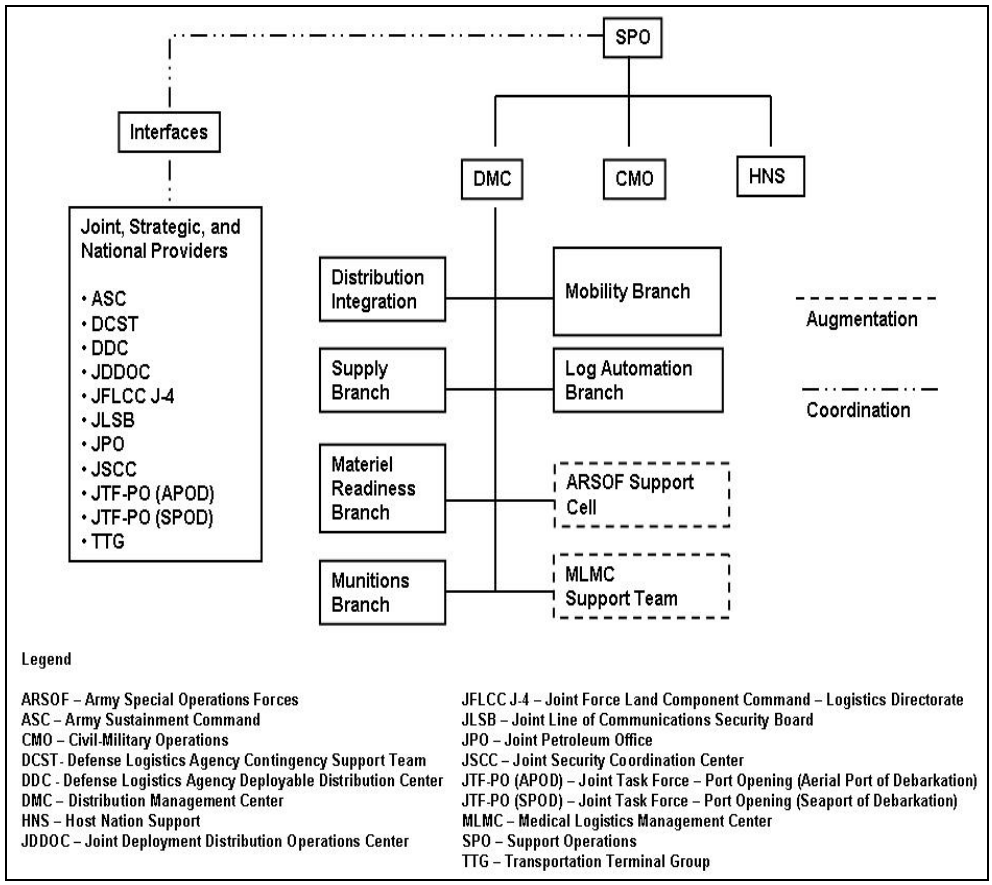

Figure 4-3. TSC Support Operations Section

4-13. The SPO is the link between planning and execution of strategic-to-operational level deployment and sustainment operations. The SPO, by exercising staff supervision over the DMC, maintains visibility, capacity, and control of the distribution system. Through the coordinated efforts of its internal branches, the DMC, exercises control using current and emerging information technologies that enable the DMC to accurately monitor support from the strategic to tactical level in near real-time.

4-14. To ensure the continuous flow of support, the DMC maintains staff supervision over all materiel managers and movement controllers. The distribution integration branch of the DMC coordinates and synchronizes the movement of all personnel, equipment, and supplies into and out of the theater. To do this job

effectively, the distribution integration branch relies on coordination and information exchange between the supply and the mobility branches. A COP, provided by current and emerging information technologies, enables the DMC to optimize resources and task subordinate organizations in support of on-going and future operations.

4-15. The supply branch provides staff supervision over all supply operations except Class V and Class VIII. The munitions branch provides staff supervision and visibility of conventional ammunition. The materiel readiness branch provides staff supervision over maintenance issues impacting force readiness. The mobility branch provides staff supervision of all allocated transportation assets and coordinates directly with the movement control battalion (MCB) assigned to either the TSC or ESC. The mobility branch also coordinates with joint and strategic partners (i.e. Joint deployment distribution operations center [JDDOC] and the Military Surface Deployment and Distribution Command [SDDC]) in order to synchronize intertheater and intratheater deployment and distribution efforts; and optimize intratheater distribution by employing all transportation modes available in theater. The MCB coordinates all movement in the theater. The log automation branch maintains regional servers for logistics STAMIS systems and provides log automation support to subordinate and supported units.

SECTION II: CONDUCT RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION OPERATIONS

4-16. RSOI is a set of complex processes involving the GCC and his Service component commands, and strategic and joint partners such as USTRANSCOM. In order to conduct efficient and effective RSOI operations, a seamless strategic-to-theater interface is required. Three essential elements—unity of command, synchronization, and balance—are the means by which the GCC achieves a seamless strategic-to-theater interface and a rapid build-up of combat power.

4-17. Unity of command produces a well-synchronized flow of personnel, supplies, and units through ports of debarkation; enabling the rapid build-up of combat power by transitioning deploying forces into forces capable of meeting GCC operational requirements. This is accomplished, in part, through a thorough understanding of C2 and supporting to supported relationships. It also involves the employment of a robust communications network that effectively links all elements together and provides the means to access relevant information and data.

4-18. Synchronization is the process that links personnel, supplies, and units in a timely manner. Synchronization requires detailed and continuous planning, predictable air and sea flows, ITV of assets moving through the distribution system, and the ability to adjust schedules. A well-synchronized flow helps to avoid bottlenecks at critical nodes and along main supply routes (MSR) and maintain balance throughout the distribution system.

4-19. Balance is central to the relationship between deployment and theater distribution. To achieve balance, the flow of units, equipment, and materiel in the intertheater and intratheater systems must be regulated to allow for a continuous and controlled flow of units, equipment, and materiel. To accomplish this, the supported GCC maintains overall responsibility for planning RSOI operations. Responsibility for execution, however, may be assigned to a joint headquarters or Service component command. In either case, the ASCC is heavily involved in RSOI operations due to dominant user and Army executive agency responsibilities.

4-20. The TSC, as the senior Army command responsible for deployment and sustainment in the theater, enables efficient and effective RSOI by building a theater infrastructure—from a combination of existing and deployable assets, capable of supporting the deployment process and rapid force generation. It relies upon subordinate sustainment brigades, augmented by theater opening elements, to conduct port of debarkation support operations; provide life support; and execute theater distribution operations. Army health support is provided by the MDSC. Under certain METT-TC conditions, the TSC may also employ one or more ESCs to provide a forward-based C2 presence that provides oversight of RSOI/or theater distribution operations.

4-21. Within the TSC, the SPO provides staff oversight of TSC RSOI efforts; coordinating and synchronizing reception, staging, and onward movement activities with subordinate commands and strategic/joint headquarters to maintain a balanced flow of supplies, personnel, equipment, and units consistent with strategic lift capabilities and ASCC/GCC priorities.

4-22. Collaborative planning and coordination between the TSC and strategic/joint headquarters is especially critical to the TSC's ability to synchronize and integrate intratheater deployment and distribution operations. This planning and coordination effort provides the TSC with the means to successfully:

- Monitor airlift and sealift flow.
- Provide movement control of arriving supplies, personnel, equipment, and units.
- Establish theater-wide capabilities required to meet anticipated transportation and throughput capacities.
- Provide life support.
- Establish effective liaison among the Service components and strategic providers.
- Identify HNS requirements.
- See JP 3-35 and FMI 3-35 for additional information concerning RSOI operations.

SECTION III: PROVIDE DISTRIBUTION MANAGEMENT

4-23. The Army distribution system is designed to optimize available infrastructure, reduce response time, maximize throughput, and support time-definite delivery. Effective distribution management synchronizes and optimizes the various sub-elements of the distribution system. Methods may include, but are not limited to: maximizing containerization, increasing standardized transportation and materiel handling equipment, integrating aerial re-supply as a routine method of delivery, synchronizing and integrating retrograde operations across all available transportation modes, reducing storage, reducing transportation mode transfer handling requirements, and increasing ITV in an AO/joint operations area (JOA).

TSC/ESC DISTRIBUTION MANAGEMENT ROLES

4-24. The TSC is the distribution manager of the intratheater segment of the global distribution system. It executes distribution operations in accordance with priorities promulgated by the ASCC G-4. If an ESC is deployed, it performs the role of distribution manager for its specified theater of operations or JOA. The ESC and sustainment brigades monitor, track, and execute distribution operations in accordance with TSC guidance.

4-25. Under certain METT-TC conditions, an ESC may also have supporting to supported relationships with other ESCs or sustainment brigades supporting other specified AOs/JOAs.

4-26. As the theater distribution manager, the TSC maintains a theater-wide focus; participating in and coordinating with applicable joint logistics boards, centers, bureaus responsible for resolving issues concerning competing priorities and the allocation of constrained resources.

4-27. TSC distribution managers conduct parallel and collaborative planning with supporting and supported commands in order to facilitate the effective execution of distribution operations in accordance with ASCC priorities and supported commander requirements.

4-28. The TSC's primary role in distribution management is a seamless flow of supplies, personnel, and equipment throughout the intratheater segment of the distribution system; delivering the right quantity, at the right time, and in the right location. In part, the TSC accomplishes this through close coordination with the JDDOC and supported J-4/G-4s. It is also accomplished, in part, through the effective use of ITV to monitor distribution flow.

Note. If the TSC serves as a joint logistics center, the JDDOC may collocate with the TSC DMC and assist the TSC in joint oversight of distribution and deployment.

4-29. The ESC performs the same function both from and within its specified area of operations; coordinating with the TSC and supported J-4/G-4 in order to update its time definite delivery schedules and distribution

priorities. It also collects and analyzes ITV distribution information to monitor the distribution flow inside the theater of operation/JOA.

4-30. TSC and ESC DMCs synchronize operations within the distribution system to maximize throughput and follow-on sustainment. They manage all facets of transportation including the effective use of air, land, and sea transportation assets. DMCs maintain connectivity with supporting and supported headquarters and use all possible measures to establish and maintain a COP.

4-31. TSC and ESC roles in physical distribution include maintaining visibility of theater distribution assets within the distribution network. The TSC and ESC can direct cross-leveling of distribution resources to meet requirements and/or optimize the distribution flow.

4-32. As required, the TSC DMC may establish distribution management boards to ensure distribution management processes are linked with theater-level processes/boards. The TSC DMC examines current operations to ensure success in achieving the effects the combatant commander desires on the battlefield.

4-33. TSC distribution managers:

- Synchronize materiel and movement management operations by maintaining logistics situational understanding through a COP.
- Ensure visibility of theater distribution assets, including international organization for standardization (ISO) shipping containers, aerial delivery platforms, and palletized loading system flat-racks.
- Enforce established theater priorities established by the TSC or the ASCC.
- Maintain continuous liaison with the TSC staff as well as supporting and supported staffs to ensure the uninterrupted flow of materiel, units, personnel, mail, and other goods.
- Synchronize retrograde support operations with an established return priority of ISO shipping containers, aerial delivery platforms, and flatracks to the distribution system.
- Coordinate directly with the theater aviation command or designated theater aviation brigades G-3/S-3 to move commodities via rotary wing or fixed wing aircraft.
- Advise the commander on the use of unmanned aerial systems (UAS) and air movement to support distribution operations.

DISTRIBUTION MANAGEMENT FUNDAMENTALS

4-34. Distribution management is the process of planning and coordinating for the time-definite delivery of units, materiel, equipment, personnel, and Soldier support to, within, and from the theater, AO, or JOA. Effective distribution management depends on applying the following principles of distribution from ATTP 4-0.1 (FM 4-01.4):

- Centralize management.
- Optimize infrastructure.
- Minimize stockpiling.
- Maximize throughput.
- Maintain a seamless pipeline.

COMPONENTS OF DISTRIBUTION MANAGEMENT

4-35. The components of distribution management are visibility, capacity, and control. The TSC distribution managers require visibility and control to maximize the capacity of the system.

4-36. When the TSC is operating in a joint or multinational environment—as it usually will—acquiring sufficient visibility and control to maximize the capacity of the system will be difficult. The TSC planners

prepare to accommodate different Service systems, different languages and cultures, and different policies and doctrines with respect to attaining and maintaining visibility and control of the distribution system.

VISIBILITY

4-37. Commanders emphasize the timeliness and accuracy of data flowing into the DMC. Without constant reinforcement, the imperative of "doing the mission" soon overwhelms any reporting system. Reporting, though, is as important as actually distributing materiel because timely information, correctly understood, leads to dominance on the battlefield. Planners perform this asset reporting in joint and multinational operations where data processing and communications systems may not be compatible.

4-38. The TSC and subordinate commanders decide what information is critical to their ability to perform their missions to support the ASCC commander. The staff assists the commander by recommending information requirements for inclusion as commander's critical information requirements (CCIR). Their recommendations are based on assessments of operations throughout the plan, prepare, and execute cycle.

4-39. Distribution managers remain acutely aware of CCIR, particularly as they pertain to enemy and friendly information requirements for the G2 intelligence staff and the commander. The DMC intensively collects and processes enemy and friendly information requirements for the commander. The DMC collects information on the four distribution networks (physical, resource, communications, and information), and on the status of assets within the distribution system.

4-40. The physical network and its capability to support distribution requirements is critical. A complete understanding of the characteristics and associated restrictions of road, rail, water, and air transportation is crucial to numerous distribution decisions. The availability of buildings, hospitals, fuel storage, and general storage areas can influence the overall capability to perform the distribution mission. Support operations personnel coordinate with the G-2 and G-3 staffs and subordinate commands to maintain situational awareness of the physical network.

4-41. The resource network is comprised of military and host nation (HN) units, equipment, and resources that are required to operate over the physical network. The locations and command relationships of the sustainment units and their materiel, manpower, and financial resources are critical force multipliers. The assistant chief of staff, SPO, recommends possible locations for arraying subordinate units and critical distribution equipment throughout the physical network to optimize the distribution flow. The DMC maintains visibility of the critical sustainment capabilities available to the commander in order to redirect or apply the resources toward specific deployment and/or sustainment missions and maintains oversight of those critical capabilities.

4-42. An effective communications network within the theater is critical; distribution managers coordinate with the G-6 staff to ensure communications assets are available throughout the distribution system. The communications network combined with automation systems provide efficiency and effectiveness to the distribution system.

4-43. The information network is a combination of all the information collection devices, automated identification technology (AIT), and automated information management systems. Visibility and knowledge of the automation capabilities in the theater are critical to obtaining distribution information. The DMC is part of the decision making process when determining the automated information system (AIS)/AIT needed for an operation, as well as arraying those technologies across and within the theater.

4-44. The TSC ability to maintain visibility of the location, quantity, condition, movement, and status of assets is dependent upon its ability to maintain near-real time total asset visibility (TAV). TAV obtains data on all classes of supply from various STAMIS and other source systems; providing visibility of materiel in use, in storage, in process, or in-transit. TAV enables logisticians and managers to provide near-real time information to commanders, allowing them to make informed decisions using the most current logistics information. TSC materiel managers use TAV to identify, cross level, ship, or redirect assets throughout the theater. Sub-elements of TAV are asset visibility and in-transit visibility.

Asset Visibility

4-45. Asset visibility provides the TSC with timely and accurate information on the location, movement, status and identity of units, personnel, equipment, and supplies flowing into, throughout, and out of the theater; enabling the TSC to act upon that information to improve the overall performance of the intra-theater distribution system.

4-46. Within the theater, asset visibility is achieved by linking AIT, such as radio frequency identification (RFID) tags, memory buttons, smart cards, and barcode readers with AIS and ground and satellite transmission stations; providing the means to influence the flow of materiel throughout the intra-theater distribution system.

4-47. The TSC materiel managers maintain theater-wide asset visibility for the following commodities:

- Class III bulk petroleum.
- All Class VII materiel (less communications security items).
- Class IX theater level repairables.
- Selected items of interest.
- Theater level conventional ammunition, guided missiles, and large rockets.

In-transit Visibility

4-48. In-transit visibility is visibility over those portions of the distribution system encompassing the flow of assets from the consignor to the consignee, port, servicing airhead, supply support activity, or other destination. This includes force tracking and visibility of convoys, containers and pallets, transportation assets, other cargo, and distribution resources within the activities of a distribution node.

4-49. At the strategic level, the global transportation network (GTN) provides accessible and accurate information on materiel movements within the continental United States (CONUS) and outside the continental United States (OCONUS). SDDC representatives at each seaport of debarkation (SPOD) have access to the world-wide port system (WPS) automated architecture. WPS can provide advanced notification of all items moved through the SPOD. Each joint task force – port opening (aerial) (JTF-PO) has similar information on the cargo of each flight destined for its supported aerial port of debarkation (APOD).

4-50. At the theater level, a suite of fully integrated AIT and AIS capabilities provide the TSC with the means to achieve the in-transit visibility required for the seamless flow of supplies, personnel, equipment, and units throughout the intra-theater distribution system.

4-51. ITV involves three areas: in-container/on-pallet visibility, en route visibility, and transition node visibility:

- In-container/On-pallet visibility. In-container/on-pallet visibility consists of detailed content information. It is the source data first established at the depot, vendor, or other source. Distribution managers maintain visibility down to national stock number, transportation control number, and requisition number level of detail, even when containers or pallets are reconfigured to different conveyances. AIT enhances the pipeline capability and affords the opportunity to update the database that provides visibility of the reconfigured shipments efficiently. This level of detail allows systems such as DLA's asset visibility system to provide a line-item level of detailed responses to queries.
- En route visibility. En route visibility is the detailed visibility of movement platforms and transportation assets while they are mobile and underway. This visibility is provided in part through commercial off-the-shelf (COTS) technology. Containers equipped with radio frequency tags and transportation assets equipped with a movement tracking system capability or similar AIT devices provide near-real-time visibility of movements throughout the distribution system as they pass interrogators along the physical network, or transmit position reports via satellite. Specific shipment and movement information is combined to provide in-transit visibility of the container and its contents. This enhances the DMC's ability to redirect or retask distribution assets to respond to the changing dynamics of the distribution system.

- Node visibility. The physical network and the logistics resource capabilities in the theater determine the number and types of nodes. Regardless of the number or types of nodes, distribution managers and owning units correctly maintain cargo identity and its relationship to the transportation asset that is transporting the cargo. In order to establish and maintain node visibility, a network of interrogators is established at supply support activities, and air and sea ports. As RFID tagged shipping containers, vehicles, equipment, and pallets pass these interrogator locations, the interrogator reads the RFID tags and transmits the data to a regional ITV server which updates the radio frequency – in-transit visibility (RF-ITV) global network. The ITV server provides a mechanism for the TSC (and others) to query shipment status and location information. This asset visibility not only provides the TSC with a near real-time location of assets but also provides a view of potential choke points within the distribution system.

CAPACITY

4-52. Distribution system capacity is constrained by the capacity of the most limiting part of the physical or resource network. Distribution system capacity is always finite in the near term, but never static. Factors such as conflict intensity, size and composition of the force, sophistication of facilities, and other variables influence the capacity of a distribution system at any given point in time. Distribution managers focus on allocating and prioritizing resources in two general areas: short-term transaction management and long-term capacity management.

4-53. Transaction management operations deal primarily with the adjustments to existing distribution plans to maintain optimal system capacity. They represent the day-to-day system management associated with support operations at all levels within the distribution system. These operations may be programmed changes based on previously anticipated alternative courses of action, or they may be unprogrammed changes in response to unanticipated events. In either case, transaction management routinely involves reallocating and/or reprioritizing resources to maintain optimal system performance against specific short-term requirements. Examples of transaction management operations include deconflicting unit and sustainment movements within the distribution network, diverting cargo or services to satisfy force requirements, and cross-leveling resources within the system to maintain total system balance.

4-54. As opposed to transaction management, capacity management operations focus on programming changes in the system infrastructure to modify the finite capacity of the distribution system. Capacity management deals with balancing distribution system capacity against evolving changes in theater support requirements. Distribution managers plan for bottlenecks, disruptions, and changes in the operational scheme in order to optimize a theater's distribution capacity. Capacity management operations use visibility and control to anticipate distribution needs, provide the necessary resources at the right time, monitor execution, and, as necessary, adjust the distribution system to avoid problems, including problems encountered in redeployment and withdrawal of forces. Effective capacity management minimizes the scope and impact of transaction management on distribution operations, and is a critical element in the distribution management planning process. The DMC is the key TSC player in capacity management.

CONTROL

4-55. TSC distribution managers control changes within the system through policy, prioritization, and allocation. When these three are clearly defined and understood, the distribution system provides the right resources at the right place and time to meet the ASCC commander's intent.

4-56. The TSC develops distribution polices to guide and determine present and future decisions. These policies form the basis for distribution operations throughout the theater. Distribution polices may address areas such as allocation of resources, protection requirements, movements reporting, or in-transit visibility.

4-57. The TSC commander delineates priorities for support in accordance with the priorities set by the ASCC commander. In situations where the ASCC commander does not clearly define the priorities, the TSC commander determines priorities based on his understanding of the ASCC commander's intent. The TSC commander and staff develop a common understanding of the commanders' intent (two levels up) to meet both explicit and implicit priorities.

4-58. Allocation of available distribution capacity involves both time and means required for delivering resources. The TSC SPO and the DMC chief work this out in detail. Authority for most allocation decisions is pushed down to the DMC level in order to ensure responsive and anticipatory support throughout the theater.

FUNCTIONS OF DISTRIBUTION MANAGEMENT

4-59. In their roles within the theater distribution system, DMCs regulate resource manager and movement controller operations to perform the following functions in accordance with ASCC/GCC priorities:

- Plan, establish, and maintain the distribution network.
- Control the distribution network.
- Leverage the entire available distribution infrastructure and optimize flow of equipment, personnel, and units to meet requirements and priorities.
- Project distribution system volume, flow rates, contents, and associated node and port requirements. Adjust flow and respond to changing operational requirements.
- Monitor RSOI.
- Integrate and prioritize unit moves and sustainment moves.
- Monitor distribution terminal operations and the flow of multi-consignee shipments.
- Synchronize theater movement control operations.
- Ensure effective cross-leveling of supplies.
- Ensure capture (accountability) and redistribution of intratheater excess materiel.
- Ensure efficient redeployment of units, personnel, and materiel retrograde.
- Establish theater-specific, time-definite delivery schedules.
- Provide advice and recommended changes to the distribution system to commanders.
- Exercise staff supervision of materiel managers and movement controllers.
- Maintain visibility of the physical, resource, communications and automation networks within the theater distribution system.
- Identify capacity problem areas and actions to take within the distribution system.
- Manage and control the distribution system flow through anticipatory support and the synchronization of materiel management and movement control.
- Monitor distribution of services, to include human resources (HR), postal, financial management, and mortuary affairs (MA).

DISTRIBUTION PLANNING

4-60. Detailed planning for distribution operations is a key part of the environment of the distribution manager. Commanders and support operations personnel plan far enough in advance to influence the flow within the strategic segment of the distribution system. Success requires continuous monitoring of resource and movement transactions, knowledge of trends and performance, and knowledge of the commander's operational priorities. In order for TSC organizations to provide effective support, the planners thoroughly analyze the mission, determine requirements, assess the capabilities of the supporting force, and apply resources against requirements resulting in the most responsive support possible. The TSC commander and staff and subordinate commanders and staffs anticipate rather than react when determining support requirements.

Note. Distribution operations involve the two-way flow of personnel and supplies. While the initial focus is on the flow of supplies, personnel, equipment, and units into the theater in order to build combat power, beginning almost immediately there will be a reverse flow out of the theater. This reverse flow must also be considered and planned for to maximize the effectiveness and efficiency of the distribution system.

4-61. The distribution plan is closely related to the logistics preparation of the theater (LPT) and is a part of the ASCC service support plan with its associated annexes and appendices. The LPT provides the data required to prepare the logistics estimate. This estimate draws conclusions and makes recommendations concerning the logistics feasibility of various courses of action (COA) and the effects of each COA on deployment and sustainment operations. Once the commander selects a COA, the TSC staff coordinates with subordinate and supported commands using both the logistics and personnel estimates to develop the ASCC service support plan and the distribution plan.

4-62. The LPT, service support plan, and distribution plan are living documents within the deployment sustainment planning triad that are changed, refined, and updated as a result of running estimates and studies. Establishing and maintaining the distribution plan is the single most important aspect of maximizing distribution operations. The DMC maintains an accurate and viable distribution plan, to include maintaining visibility of the customers, support relationships, and resources located within theater.

4-63. The distribution plan is an appendix to the service support annex of the ASCC service support plan. It explains the architecture of the theater distribution system and describes how to distribute units, equipment, and supplies within the theater through a series of overlays and descriptive narratives. It portrays the interface of automation and communications networks for gaining visibility of the theater distribution system and describes the controls for optimizing the capacity of the system. It depicts—and is continually updated—to reflect changes in infrastructure, support relationships, customer locations, and extensions to the distribution system. The distribution plan portrays a complete picture of supply, maintenance, transportation, engineer (as appropriate), medical, financial management, human resources, disposal, and field service activities – in essence, the physical, information, and communication networks of the theater distribution system. It becomes the tool by which planners and managers know where support flows and where it may be diverted as operational needs dictate.

4-64. The movements annex or appendix depicts both known and anticipated transportation requirements, and complements the distribution plan. The plan supports the commander's priorities by establishing what requirements to resource, given available support assets, units, and infrastructure. In doing so, it effectively uses these assets and identifies competing requirements and shortages. It is a living document that requires updating to accommodate known and anticipated requirements. It constantly evolves as the theater matures and as the execution of the plan progresses. When done properly, the plan defines the distribution system.

INTRATHEATER DISTRIBUTION SYSTEM

4-65. The intratheater distribution system is comprised of units and facilities connected by a multimodal transportation network that enables responsive support to forces across the spectrum of conflict. Methods of delivery may include road, rail, inland waterways, pipeline, air, and airdrop.

4-66. In general, the TSC establishes a network of distribution hubs and supply support activities in order to effectively support requirements and maximize the efficiency of the intratheater distribution system. The use of throughput from theater ports of entry to supply support activities and/or end users is maximized to reduce customer wait time (CWT). Figure 4-4 provides a simplified view of a notional intratheater distribution system.

4-67. An integral component of the intratheater distribution system is the central receiving and shipping point (CRSP). The TSC establishes CRSPs at distribution hubs, selected transportation nodes, and sustainment brigades that provide area support to facilitate onward movement and ITV of supplies and equipment. This capability also enables TSC distribution managers to more effectively schedule movements and maximize asset utilization.

4-68. TSC distribution managers interface with USTRANSCOM, DLA, JDDOC and JTF-PO to ensure the efficient and coordinated flow of units, supplies, equipment, and materiel from theater points of entry to final destinations in a theater of operations or AO/JOA. In addition to providing for a seamless interface between the strategic and operational levels, this coordination optimizes the utilization of common-user land transportation (CULT) assets and other modes of transportation to maximize distribution, force deployment, and sustainment.

4-69. As a result of this joint interface and an integrated intratheater ITV network, combatant commanders at all echelons have the capability to see units and sustainment in motion, permitting them to effectively make decisions and implement action. These same capabilities give logisticians a COP that enables control throughout the distribution system.

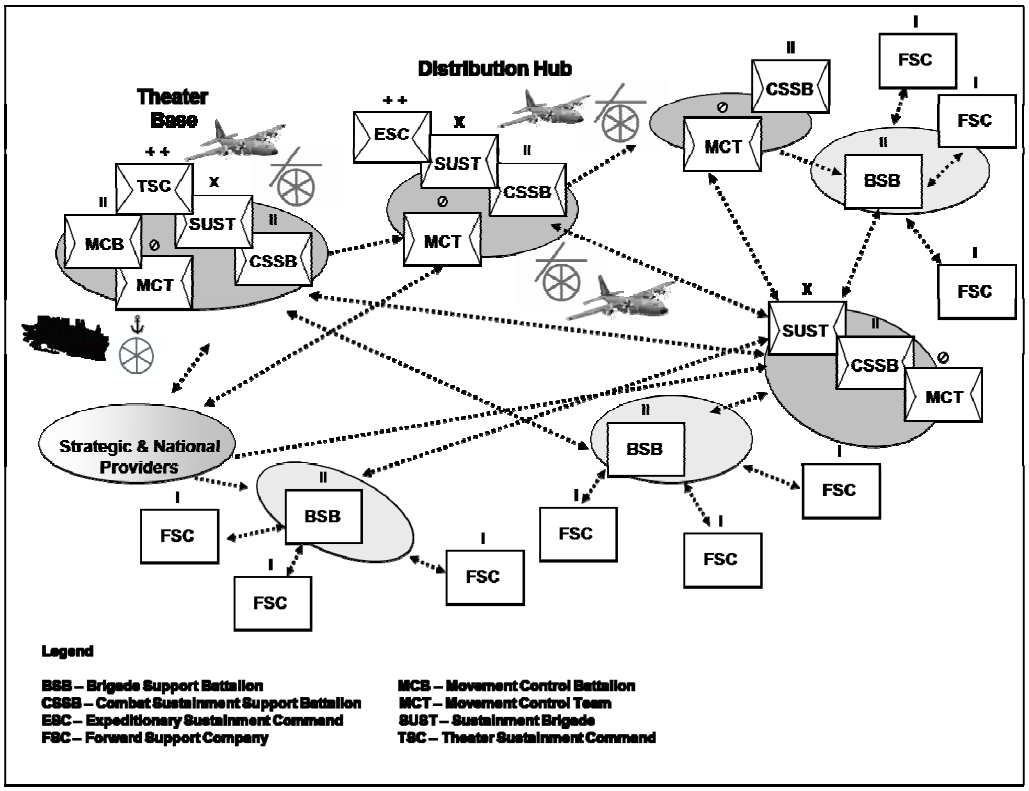

Figure 4-4. Simplified View of a Notional Intratheater Distribution System

CONVOY PLANNING

4-70. The TSC and its subordinate commands conduct detailed mission planning assessments in preparation for long haul and local convoy movements. As demonstrated by recent combat operations in Iraq, logistics units face a number of asymmetrical threats as they conduct convoy operations on a noncontiguous battlefield. In today's operational environments there is no such thing as an administrative move.

4-71. Convoys may be exposed to a variety of threats that range from vehicle-borne improvised explosive devices to complex ambushes employing improvised explosive devices (IED), rocket-propelled grenades, and small arms to artillery barrages and enemy aircraft. Detailed mission analysis mitigates risk and increases the probability of mission success. FM 4-01.45, Tactical Convoy Operations, provides detailed information on tactical convoy operations.

4-72. In general, the TSC, in coordination with the supporting maneuver enhancement brigade (MEB), joint security coordination center (JSCC), or other Army forces, selects convoy routes by identifying, evaluating, and comparing those factors which tend to facilitate convoy movement and control—movement restrictions, route classification, traffic flow, choke points, and rest halts. Implicit in this task, is the requirement to develop a thorough understanding of the current enemy situation along the route to include the identification of danger

areas and potential ambush sites. Depending on the level of threat, the supporting MEB or local terrain manager may provide a convoy escort or it may establish a movement corridor that provides for coordinated responses to Level I and Level II threats.

4-73. For the TSC, convoy operations are routinely conducted on a changing basis to provide an increased measure of operational security. This is especially true in known danger areas where sniper and IED incidents may occur. Other convoy protection measures include planning for and coordinating aircraft or UAS route reconnaissance, close air support by fixed- and rotary-wing aircraft, fire support, and electronic countermeasures to help defeat IED threats.

4-74. Unarmed contractors and third country nationals (TCN) may be part of a convoy. When this occurs, additional protection measures may include assigning additional security force personnel and/or dispersing civilian vehicles throughout the convoy (due to limited communications capabilities) to enhance C2. The use of contractors and TCNs may generate additional requirements for rehearsals and interpreters prior to convoy movement.

SECTION IV: PROVIDE MATERIEL MANAGEMENT

4-75. The TSC provides the ASCC with a centralized materiel management capability that provides increased efficiencies and effectiveness by reducing redundant materiel management layers, centralizing materiel management functions, and employing a theater-wide view of resources. The result of which is responsive support to Army requirements and reduced CWT.

4-76. The TSC performs materiel management for all classes of supplies (less medical—CL VIII materiel management is provided by the MDSC) and maintenance management for those activities for which the TSC has control and responsibility. TSC personnel perform the day-to-day planning for operations; providing the theater interface between strategic and operational-level support. TSC materiel management responsibilities include managing, cataloging, requirements determination, requirements validation and prioritization for procurement, distribution, redistribution of excess, and retrograde of materiel. The TSC performs these functions within the parameters of policies, plans, priorities, and allocations developed in coordination with the ASCC G-4.

Note. Inherent in TSC maintenance management responsibilities is the requirement to integrate sustainment maintenance activities in support of the ASCC to include coordinating with USAMC or other elements that may control or have over sight of these entities.

4-77. In accordance with ASCC support priorities, the TSC provides direction for receiving, storing, and issuing theater stocks. When the required stocks are not available or stock replenishment is required, the TSC passes requirements to the appropriate CONUS national inventory control point (NICP). For requirements being considered for local procurement, the TSC validates the requirement prior to forwarding it to the local procuring activity.

4-78. Requisitions flow from the requesting unit directly to systems controlled by TSC materiel managers in accordance with standard operating procedures. The corps/theater automatic data processing service center (CTASC) then directs a sustainment brigade to fill the requirement based upon that brigade's ability to support the requirement or passes the requirement to the appropriate NICP. This streamlined process permits the TSC to reach across TSC theater-wide resources and capabilities to satisfy Army requirements. Enabled by asset visibility, this approach not only reduces but also minimizes the level of stocks required to be stored throughout the theater.

4-79. This centralized materiel management is not exclusive. ESCs, if deployed, as well as sustainment brigades have unique roles in materiel management (see Figure 4-5). Typically, ESC materiel management capabilities are focused on maintaining situational awareness of order status that enables effective distribution management within a region, theater of operations, or AO/JOA. In a similar manner, sustainment brigade materiel management capabilities are focused on the management of subordinate supply support activities (SSAs) that support the brigade's area support mission.

THEATER SUSTAINMENT COMMAND:
- Theater Focused.
- Manages all classes of supply except Class VII & Class X.
- Controls corps/theater automatic data processing center parameters.
- Coordinates with National providers.
- Issues materiel directives to sustainment brigades.
- Conducts manager review file management.
- Generates over-age repairable item list report.
- Assists Brigade Support Battalion in establishing authorized stockage list storage requirements.

EXPEDITIONARY SUSTAINMENT COMMAND:
- Area of operations/joint operations area focused.
- As directed by the TSC, performs materiel management of specified classes of supply.
- Assists in expediting critical supplies.

SUSTAINMENT BRIGADE:
- Area support focused.
- Monitors, advises, and coordinates distribution of supplies in support of units in the area of operations.
- Manages Combat Sustainment Support Battalion inventory.
- Executes materiel directives from Theater Sustainment command.
- Manages bulk commodities and Class V.

Figure 4-5. TSC, ESC, and Sustainment Brigade Materiel Management Functions

4-80. TSC materiel managers develop plans, policies, programs, and procedures involving supply activities; maintain liaison with supported and supporting units; and recommend allocation of resources and materiel management functions to support mission requirements. TSC materiel managers:

- Execute theater management of Class I, II, III, IV, V, VI, VII, and IX.
- Recommend cross leveling of general and aviation repair parts.
- Establish and manage CTASC parameters.
- Assist in expediting critical commodities.
- Provide customer service regarding problems with managed commodities.
- Coordinate with the distribution integration and mobility branches for status on the distribution of commodities they manage.
- Direct the receipt, storage, and issue of theater stocks in accordance with the ASCC support priorities.
- Pass requirements to the appropriate national inventory control point.
- Validate the local procurement requirements prior to submission to the local procuring activity.
- Identify items requiring retrograde; issue directives for depot level repairables.
- Track the flow of items in the retrograde system.

4-81. The standard Army retail supply system (SARSS) is the primary STAMIS used for materiel management purposes; supporting materiel management functions for supply classes II, IIIP, IV, VII, and IX. Table 4-1 below lists the theater-level SARSS functions TSC materiel managers routinely perform.

Table 4-1. TSC Materiel Management Functions—SARSS

Function	Materiel Manager Role
Maintain current status of high priority/high dollar requisitions.	Track requisitions; provide status report. Liaison with national level providers for theater requirements.
Perform miscellaneous management tasks as required.	Perform end of year closeout tasks; serial number tracking; relation table updates; supply discrepancy reports; monthly readiness reports; etc., in accordance with local procedures.
Manage authorized stockage list files.	Conduct demand retention analysis; manager stockage level updates; account balance file clean up; etc., in accordance with local procedures.
Maintain maintenance workload file.	Monitor operations, report status, conduct trend analysis, and recommend workload alternatives as required.
Maintain catalog information.	Update catalog information in accordance with local procedures.
Manage critical items list.	Consolidate theater critical items lists; provide status; liaison with national level providers.
Provide customer service assistance.	Analyze problems. Provide recommended solutions.
Maintain document history files.	Research/review transactions.
Maintain local purchase manager review and suspense files.	Review transactions and validate financial requirements in accordance with local policies.
Maintain manager review file.	Review transactions, validate financial requirements.
Maintain over-aged repairable item list.	Produce, purge, monitor, and report status in accordance with local policies.
Establish parameter settings and maintain Department of Defense activity address codes of supported Army forces.	Establish parameter settings and update/purge Department of Defense activity address codes in accordance with local policies.
Prepare performance reports.	Produce reports in accordance with local policies, provide analysis, and recommend corrective measures.
Manage retrograde and referral actions.	Produce reports, enforce retrograde priorities, direct referral actions, and monitor compliance/flow.
Update SARSS access.	Perform password maintenance in accordance with local procedures.
Perform supervisory tasks.	Perform quality control checks of subordinate unit materiel manager activities.

4-82. TSC materiel managers use the standard Army ammunition system—materiel management center (SAAS-MMC) (a component of standard Army ammunition system—modernization [SAAS-MOD]) to provide Class V conventional ammunition management and visibility throughout the theater. SAAS-MOD effectively automates and integrates ammunition management functions among storage sites and theater managers; providing TSC materiel managers with the capability to produce accurate, timely, and near real-time Class V information concerning facility resources, reference data, ammunition requirements, authorizations, and assets within the theater, theater of operations, or JOA.

4-83. TSC Class V materiel manager functions relate to the overall management of authorizations, requirements, and redistribution of ammunition assets within the theater. Table 4-2 lists the critical theater-level functions TSC Class V materiel managers perform.

Table 4-2. Critical TSC Materiel Management Functions—SAAS-MMC

Function	Materiel Manager Role
Maintain current status of all ammunition	Establish and maintain complete, accurate, and current logistics records to facilitate requisition, inventory control, and shipping actions.
Identify all excess and shortages of ammunition	Compare specified theater requirements to available assets (on-hand/in-transit); requisition, redistribute, or report excess in accordance with local operating procedures.
Maintain reference and catalog information	Update reference and catalog information in accordance with local operating procedures.
Maintain backup of system and data files	Maintain current backup of system and data files in accordance with local operating procedures.
Prepare essential ammunition reports	Prepare essential ammunition reports in accordance with command policies and procedures.
Process ammunition issue, turn-in, and receipt transactions	Establish and maintain stock control monitoring and operating processes in accordance with local operating procedures.
Process ammunition shipment transactions	Prepare, view, and update materiel release orders and shipment directives in accordance with local operating procedures.
Requisition ammunition, obtain status/follow-up	Establish requisition, create a follow-up transaction, and generate a request for cancellation and/or request modification of a requisition.
Report ammunition requirements to the worldwide ammunition reporting system (WARS)	Plan, determine, and forecast future ammunition requirements.

4-84. Commodities not supported by a STAMIS are Class I and Class III (B). TSC materiel managers use unit strength figures as the basis for determining Class I requirements. Class III (B) requirements are based on customer generated logistics reports and forecasted using historical consumption data and projected planned operations.

SECTION V: PROVIDE MOVEMENT CONTROL

4-85. The TSC C2s operational-level movement control and multimodal operations in the theater. It is responsible for developing plans, policies, and programs that support the efficient use of Army transportation assets and the efficient flow of supplies, personnel, equipment, and units throughout the intratheater distribution system. The TSC accomplishes this, in part, through effective coordination with the JDDOC to maintain situational awareness of the global distribution system and joint requirements for CULT assets.

4-86. The TSC manages intratheater movements through its subordinate MCB(s); implementing priorities established by the ASCC in support of the GCC concept of operations. Critical TSC tasks include:

- Balancing existing transportation capabilities of the distribution system with the day-to-day and projected operational requirements.
- Preparing estimates, plans, policies, and procedures for movement control, mode operations, and terminal operations.

- Managing transportation flow capacity by maintaining visibility of resources that are being transshipped at transshipping nodes.
- Coordinating the movement of major units.
- Developing policies and procedures to control, regulate, and expedite the movement of intermodal assets (i.e. leased containers, flatracks, and 463L pallets) within the theater.
- Maintaining liaison with JDDOC, JTF-PO, and HN transportation agencies, mode operators, and supported units.
- Protecting movement control assets.

4-87. In order to more efficiently control movements within the theater, the TSC may decide to divide the theater into transportation movement regions. This approach permits centralized control by the TSC and decentralized execution of movement control functions by subordinate MCBs.

4-88. In addition to facilitating the synchronized flow of units, supplies, equipment, and materiel along main and alternate supply routes, the MCB, through its subordinate movement control teams, performs movement control functions at APODs, SPODs, distribution hubs, and other critical nodes to expedite port clearance and provide for the uninterrupted flow of resources and capabilities in support of Army requirements.

4-89. Operating in accordance with TSC plans and policies, the MCB is responsible for managing the use of trailers, containers, air pallets, and flatracks located throughout the intratheater distribution system. Included in this responsibility is the requirement to coordinate with users to expedite return of these assets to the distribution system. Lessons learned during Operation Desert Storm/Desert Shield (ODS) and Operation Iraqi Freedom (OIF) demonstrate that inter-modal operations are critically affected by the manner in which container management policies are enforced and container management is subsequently executed. Therefore, it is vital to TSC distribution operations that visibility and control of containers be maintained. Adherence to TSC policies will ensure adequate numbers of containers are available to support intratheater distribution system requirements.

SECTION VI: PROVIDE SUSTAINMENT

SUPPLY

4-90. Sustainment requirements are influenced by factors such as deployment timelines, troop density, infrastructure, geography, and theater policies. The TSC staff considers these factors as well as others when developing a concept of support to meet ASCC requirements. Inherent in this is an understanding of the supported commander's priorities and status of available resources.

4-91. Typically, during the early stages of an operation, the TSC will push certain classes of supplies (I, IIIB, and V) to subordinate sustainment brigades and supported units based upon an analysis of the applicable supported plan, supported commander's priorities, and planning factors. The TSC may rely upon Army pre-positioned stocks (APS) to meet initial surge requirements for sustainment. As distribution capabilities expand, a pull system, based upon anticipated/actual requirements, is implemented to achieve greater effectiveness and efficiencies.

4-92. The TSC provides all classes of supply (less Class VIII) and related services necessary to sustain Army forces throughout a major operation - in the quantities and at the time and place needed. This capability includes requesting, receiving, producing, procuring, storing, protecting, relocating, and issuing the necessary supplies and services. It also includes building the necessary stockage levels in staging areas for conducting an operation and collecting, providing, and processing ITV data.

4-93. Based on parameter settings established by the TSC, the CTASC determines if the requested item is available from within the theater and directs a materiel release order to the sustainment brigade capable of satisfying the requirement. If the item is not available, the CTASC passes the requisition to the appropriate NICP for fill. In most instances, the actions described above are performed by the CTASC automatically in accordance with TSC-controlled parameter settings that include referral tables. This application of centralized

control and decentralized execution enables responsive and agile support throughout the theater, effectively minimizing CWT.

4-94. In most instances, the TSC will maximize the use of military capabilities and resources to sustain combat operations in high intensity environments. However, in lower threat environments, the TSC will typically maximize the use of contractors, TCNs, and HNS to sustain Army forces.

SERVICES

4-95. The TSC is responsible for planning, resourcing, monitoring, and analyzing field services support to deployed Army forces. TSC field services operations include field laundry, showers, light textile repair, force provider, mortuary affairs, aerial delivery support, and coordination with DLA for hazardous waste removal.

4-96. Services, such as shower and laundry support, are provided on an area basis throughout the theater and may be called forward to support brigade combat team sustainment operations.

4-97. Force provider assets may be employed at major nodes within the theater to provide life support services to units flowing into or out of the theater. Force provider amenities include a dining facility, showers, laundry, and a place to sleep, rest, and relax.

4-98. The TSC, usually in coordination with the joint mortuary affairs office, determines the requirement for and placement of theater MA assets. Requirement and placement considerations include casualty estimates from the ASCC G-3, force structure, and the MA concept of support. MA matrices and overlays, which are part of the COP, and RFID-ITV technology, enable units to expedite remains evacuation. Regardless of the MA subprogram in effect, units evacuate remains through a series of collection points, located throughout the theater, to the theater mortuary evacuation point. In some cases the theater mortuary affairs evacuation point may be bypassed and the remains are then transported directly to the CONUS military mortuary. Commanders and authorized personnel at brigade level and above are able to access the Defense Casualty Information Processing System to track evacuation status.

4-99. TSC planning must ensure sufficient capacity to retrograde personal effects, not only for killed in action, but also wounded in action, separations, incarcerations, and other unanticipated theater departures.

4-100. TSC planners integrate the use of aerial delivery capabilities with other multimodal methods of distribution to expedite the flow of personnel, supplies and materiel throughout the theater, theater of operations, AO, or JOA. Aerial delivery operations may include fixed-wing, rotary-wing, air-land, airdrop, and sling-load. This range of aerial delivery capabilities provides TSC planners with the means to not only coordinate aerial delivery from strategic distances directly to forward locations but also to provide rapid and responsive intratheater support.

MAINTENANCE

4-101. The TSC is the fleet maintenance manager for Army forces deployed in a theater, theater of operations, AO, or JOA. It is in this capacity that the TSC collects, analyzes, and monitors readiness data of subordinate and supported units. This enables the TSC to effectively manage maintenance support to units and systems in accordance with ASCC priorities. Systemic issues, beyond TSC capabilities, are passed to the appropriate national level maintenance manager via the Army field support brigade (AFSB) (OCONUS) for resolution.

4-102. As the fleet maintenance manager for deployed Army forces, the TSC develops plans, policies, programs, and procedures involving the maintenance of ground missile and aviation equipment in accordance with requirements established by the ASCC. The intent of which is to maximize combat readiness through the effective application of field and sustainment maintenance capabilities.

4-103. To this end, TSC maintenance managers work closely with the AFSB (OCONUS) to ensure effective sustainment maintenance support to Army forces; analyzing readiness data for both systemic problems and those associated with the unique aspects of the specific operational environment, such as, environmental conditions and usage levels. This coordination and collaboration also provides the basis for the effective employment of USAMC sustainment maintenance capabilities throughout the theater, theater of operations, AO, or JOA.

4-104. TSC field maintenance activities involve the collection and analysis of maintenance data and reports; enabling the TSC to enforce ASCC priorities relating to the repair of specific types of equipment or support of specific units. These same activities provide the means to identify significant trends and deviations from established standards; enabling TSC maintenance managers to take action to ensure the maximum number of combat systems remain fully mission capable. TSC actions may include disseminating technical information and the allocation or reallocation of resources and capabilities to support maintenance requirements.

OPERATIONAL CONTRACT SUPPORT

4-105. Operational contract support plays an ever increasing role in operations and is an integral part of the overall process of obtaining support across the spectrum of conflict. Today, and for the foreseeable future, contract support will often be used to augment other support capabilities by providing an additional source for required supplies and services. These supplies and services include all classes of supply (Class VIII, subject to approval by medical personnel, and Class IX may be limited); labor; mortuary services (within specific parameters); laundry; showers; dining facility services; sanitation; transportation; and port operations (if not under the control of SDDC or Air Mobility Command [AMC]). Other contracted services may include billeting, maintenance and repair, printing and copier support, equipment leasing, and access to communication networks, temporary real property leasing, and limited minor construction. Currently, there are three broad types of contracted support: theater support, external support, and system support.

- Theater Support. Theater support contracts support deployed operational forces under prearranged contracts, or contracts awarded from the mission area, by contracting officers under the C2 of the contracting support brigade (CSB). Theater-support contracts are utilized to acquire goods, services, and minor construction support, usually from local commercial sources, to meet the immediate needs of operational commanders. Theater support contracts are the type of contract support that is typically associated with contingency contracting.
- External Support. External support contracts provide a variety of support to deployed forces. External support contracts may be prearranged contracts or contracts awarded during the contingency itself to support the mission and may include a mix of U.S. citizens, TCNs and local national subcontractor employees. The largest and most commonly used external support contract is the logistics civilian augmentation program (LOGCAP). This Army program is commonly used to provide life support, transportation support and other support functions to deployed Army forces and other elements of the joint force.
- System Support. System support contracts are pre-arranged contracts by the USAMC life cycle management commands (LCMC) and separate Assistant Secretary of the Army (Acquisition, life cycle Logistics, and Technology) program executive and product/project management offices. Supported systems include, but are not limited to, newly fielded weapon systems, C2 infrastructure, such as the Army Battle Command System (ABCS) and STAMIS, and communications equipment. System contractors, made up mostly of U.S. citizens, provide support in garrison and may deploy with the force to both training and real-world operations. They may provide either temporary support during the initial fielding of a system, called interim contracted support, or long-term support for selected materiel systems, often referred to as contractor logistics support.

4-106. Because of the importance and unique challenges of operational contract support, the TSC commander and staff need to fully understand their role in planning for and managing contract support in the theater. For example, the TSC will often be the requiring activity (the unit requesting the support) for theater support contract actions. Similarly, depending upon METT-TC factors, the TSC will often serve as the requiring activity for external support – i.e. mission related LOGCAP support requirements. If designated by the ASCC as the lead requiring activity for LOGCAP support, the TSC would normally be augmented by a USAMC logistics support officer (LSO) from Team LOGCAP-Forward. The AFSB has the lead for planning and coordinating system support contract actions.

4-107. The CSB commander/principal assistant responsible for contracting (PARC) works closely with the TSC SPO to ensure that the theater and external support contracting is integrated into the concept of support. CSB and subordinate unit missions include:

- Providing theater support and contingency contracting capabilities to deployed Army forces as well as other military forces, governmental agencies and/or non-governmental agencies as required.
- Developing contracting support plans, normally at the ASCC level. These plans include mission specific LOGCAP support information.
- Assisting in the coordination of LOGCAP actions to ensure that this support is not in competition with existing or planned theater support contracts.
- In close coordination with the supporting AFSB, provide contractor management advice and planning assistance to senior commanders.

4-108. The CSB, operating in accordance with established priorities and the contract support plan (CSP), plans and executes the day-to-day theater support contracting requirements of the ASCC; interfacing with the TSC SPO to synchronize contracting operations with on-going and anticipated operations in support of the ASCC commander's concept of operations.

4-109. The TSC is the senior Army headquarters responsible for supporting ASCC deployment and sustainment requirements (less health service support). As such, the TSC plays a central role in the planning, execution, and monitoring of theater support contracting. Key responsibilities include, but are not limited to:

- Membership on the acquisition review board (ARB). The ARB reviews requirements for contracting support against the CSP and priorities established by the combatant commander, subordinate joint commands, and/or ASCC.
- Contributing to the development of the contracting support plan in coordination with the ASCC G-4, the CSB commander/PARC, and AFSB (OCONUS).
- Integrating the CSP into the overall support plan for the theater, theater of operations, AO, or JOA.
- Requirements determination, validation, and prioritization for theater contracting in coordination with the ASCC G-4, CSB commander/PARC, ARFOR, and AFSB (OCONUS).
- Nominating commodities for theater-controlled procurement.
- Contractor integration planning and execution, to include tracking, in coordination with the ASCC G-3/4, ARFOR G-3, CSB commander/PARC, and AFSB (OCONUS).

4-110. For the TSC, the major challenge is ensuring theater support and external contract support (primarily LOGCAP related support) actions are properly incorporated and synchronized with the overall concept of support. It is imperative the TSC SPO, with or without LSO augmentation, closely works with the ASCC G4, the CSB, and the supporting Team LOGCAP-Forward. When faced with major operational contract support management tasks, the TSC commander may choose to organize an ad hoc contract management cell within the G4 and/or SPO to ensure these tasks are properly accomplished. Routine TSC operational contract support staff tasks include:

- Developing In-Theater Requirements. The TSC must to be prepared to develop "acquisition ready" requirement packets for submission to the supporting contracting activity. The packets must include a detailed performance work statement (PWS) (sometimes referred to as a statement of work) for service requirements or detailed item description(s)/capability for a commodity requirement. In addition to the PWS, these requirements packets must include an independent cost estimate along with an O-6 level and resource manager staff approved Department of the Army (DA) Form 3953 (Purchase Request and Commitment). Depending upon ASCC or JFC policies, certain items or specific dollar amount requests may require formal ARB packet review.
- Assisting the Contract Management Process. One of the most important TSC and subordinate TSC command contract management tasks is to nominate and track contracting officer representatives (COR) (sometimes referred to as contract officer technical representatives) for every service contract and LOGCAP task order as directed. The TSC and subordinate commands will often also be required to provide receiving officials for supply contracts. Quality COR and receiving official support is key to ensuring contractors provide the service or item in accordance with the contract.

- Assisting in Contract Close Out. The TSC is responsible for completing receiving reports; certifying the goods or services contracted for were received by the Army. The contracting officer shall receive a copy of the receiving report from the TSC so the contract can be closed out and the contractor can be paid.
- Participating in Award Fee and Performance Evaluation Boards. TSC and/or its subordinate units will often be required to provide formal input to LOGCAP award fee and performance evaluation boards.

4-111. In long-term operations, as seen in OIF and Operation Enduring Freedom (OEF), the TSC will need to ensure direct coordination and transfer of operational contract support related information prior to relief in place/transfer of authority. Additionally, when advance elements arrive in the theater, it is essential that designated unit personnel actively seek out current information on local contract support capabilities, policies and procedures. These individuals must be prepared to coordinate the formal hand over of existing contract management responsibilities with the redeploying unit. For more information on operational contract support see FM 4-92 (FM 100-10-2) and FM 3-100.21.

Note. For more specific postings of questions and discussions of operational contract support issues, see the Combined Arms Support Command battle command knowledge system on LOGNET – https://lognet.bcks.army.mil/. Click on "Battlefield Contracting." For online training covering basic contracting familiarization, go to https://scoe.learn.army.mil/webapps/portal/frameset.jsp, browse the course catalogues, select "SCOE courses," and enroll in "151-CAF-DL, Contractors Accompanying the Force."

FINANCIAL MANAGEMENT SUPPORT

4-112. The integration of financial management capabilities with those of the TSC provides the basis for coordinated and synchronized financial management support to operations throughout the theater; ensuring consistency of financial management support and the most efficient use of all available financial management resources and services.

4-113. Financial management facilitates the effective execution of sustainment operations by providing essential financial management support that includes: negotiations with HN banking facilities, advising commanders on the use of local currency, and coordination with national providers such as the U.S. Treasury, Defense Finance and Accounting Service (DFAS), and United States Army Finance Command (USAFINCOM). Financial management also provides a resource management capability that is an integral component of its overall capability to provide full spectrum fiscal support, from acquisition of funds to expenditure of funds, in support of on-going and anticipated operations. Financial management capabilities are performed and coordinated by the financial management center (FMC) and the TSC assistant chief of staff, G-8. Financial management core competencies are procurement support; limited pay support; disbursing support; accounting support; banking and currency support; identify, acquire, distribute, and control funds; develop resource requirements; and track, analyze, and report budget execution. The paragraphs below provide a description of each core competency.

PROVIDE PROCUREMENT SUPPORT

4-114. A large percentage of the financial management mission is to support the procurement process and provide oversight. Oversight is critical in preventing improper or illegal payments. By coordinating with the contracting officer and the staff judge advocate (SJA) regarding local business practices, financial managers greatly reduce the probability of improper or illegal payments. Procurement support includes two areas: contracting support and commercial vendor services support.

- Contracting support involves payment to vendors for goods and services. This includes all classes of supply, laundry operations, bath operations, transportation and maintenance.
- Commercial vendor services provides for the immediate needs of the force. This service usually includes payments of cash (U.S. or local currency). Cash payments are usually for day laborers,

Class I supplements (not otherwise on contract), and the purchase of construction material not readily available through the contract or supply system.

4-115. The FMC will also coordinate Class A agent training with the supporting CSB to ensure that this training is properly synchronized with field ordering officer training provided by CSB personnel.

PROVIDE LIMITED PAY SUPPORT

4-116. Financial managers provide travel support, casual payments, check cashing and currency exchanges to Soldiers and civilians in permanent change of station and temporary duty status, noncombatant evacuation operations travel advances, non-U.S. pay support (enemy prisoners of war, host nation employees, day laborers) and receive deposits to the savings deposit program.

PROVIDE DISBURSING SUPPORT

4-117. Disbursing support includes training and funding paying agents, administering the stored value card, supporting rewards programs, making claims and solatium payments, cashing negotiable instruments, receiving collections, making payments on prepared and certified vouchers, making foreign currency conversions, funding financial management units, determining the need for currency (U.S. and foreign) and its replenishment, and receiving and controlling all currencies and precious metals.

PROVIDE ACCOUNTING SUPPORT

4-118. Financial managers maintain appropriated and non-appropriated funds (NAF) accounting records and report the status of funds distributed or collected.

PROVIDE BANKING AND CURRENCY SUPPORT

4-119. Banking relationships and procedures are established with the banking industry of the HN. Activities include establishing local depository accounts, establishing limited depository accounts to cover current contract payments and foreign currency re-supply and coordinating with the local U.S. Embassy, USAFINCOM, DFAS and/or the U.S. Treasury Department when negotiating with HN banking facilities.

IDENTIFY, ACQUIRE, DISTRIBUTE AND CONTROL FUNDS

4-120. Financial managers identify the sources of funds available from various Department of Defense (DoD) and other federal agencies; acquire the funds and distribute funds to subordinate elements to support on-going and anticipated mission requirements.

DEVELOP RESOURCE REQUIREMENTS

4-121. Determining what financial resources are required and available to support mission requirements is a key FMC capability that is essential to achieving GCC objectives and providing effective support to Army forces throughout the theater. Contracting, transportation, multinational support, support to other agencies and international organizations, foreign humanitarian and civic assistance, and force sustainment are areas that routinely generate resource requirements that require financial management support.

4-122. FMC resource development activities include the following:

- Preparing the financial management annex to the TSC operations plan and order.
- Developing budgets.
- Determining and validating costs to accomplish the mission.
- Determining when resources are needed throughout the fiscal year(s).
- Making resources available at the time and in the amount needed.

- Coordinating fiscal issues associated with joint, interagency, and multinational (JIM) operations, federal agencies, and nongovernmental organizations (NGO).

TRACK, ANALYZE, AND REPORT BUDGET EXECUTION

4-123. Financial managers establish procedures to track costs in order to determine obligation rates and conduct analyses on use of funds in support of operational requirements. Financial managers also identify trends to predict resourcing challenges; and submit reports as required by DFAS, Assistant Secretary of the Army for Financial Management and Comptroller (ASA [FM&C]), and ASCC/GCC policy.

4-124. Regardless of the scale or scope of operations, financial management support plays a key role in providing responsive, agile support to deployed forces across the spectrum of conflict. Each of these operations must be fully integrated and synchronized with all other facets of operations in order to effectively and efficiently sustain the force. FM 1-06 provides detailed information on financial management operations.

HUMAN RESOURCES SUPPORT

4-125. The human resources sustainment center (HRSC) plans, integrates, and coordinates human resources; casualty operations; reception, replacement, return to duty, rest and recuperation, and redeployment (R5) operations; and postal operations support of Army forces within the theater, theater of operations, AO, or JOA; coordinates and synchronizes human resources (HR) capabilities with those of the TSC SPO, and supports the ASCC G-1.

4-126. The integration of HR capabilities with those of the TSC SPO provides the basis for coordinated and synchronized HR support to operations throughout the theater. When executed properly, integrated HR support is a combat multiplier.

4-127. Key HRSC tasks that require synchronization and coordination with the TSC SPO include but are not limited to:

- Developing deployment/redeployment of plan.
- Determining, in coordination with the TSC G-3 and SPO, the number, type, and location of HR resources.
- Assessing the current situation and forecasting HR requirements.
- Directing action to apply HR resources and support at decisive points and time.
- Coordinating the execution of transportation support for mail movement to include enemy prisoner of war mail.
- Conducting HR casualty operations.
- Coordinating the execution of transportation support to move transiting personnel within the theater, theater of operations, AO, or JOA.
- Coordinating the execution of life support for arriving replacements and transiting personnel.

4-128. The end product of this integration effort is synchronized and coordinated HR support to Army forces that sustains operational readiness; and a unity of effort that reduces the HR impact on logistics resources. FM 1-0 provides detailed information on HR support.

4-129. Of special interest is the requirement for HR planning and execution to support theater opening operations. Theater opening HR support is critical to the success of the RSOI process as well as compliance with Title 10 United States Code (USC) requirements. In order to ensure initial HR capabilities are established prior to the arrival of the main flow of forces, HR support elements are included as part of the early entry element of the sustainment brigade assigned the theater opening mission. Planning requirements include the planned placement and number of HR elements/units within the theater, theater of operations, AO, or JOA. HR support responsibilities for early entry elements include the following:

- Initiate and establish theater personnel accountability and personnel tracking.
- Establish and operate the casualty assistance center (CAC) and conduct casualty operations.
- Establish, operate, and maintain the theater personnel database.
- Coordinate and synchronize the establishment of a military mail terminal (MMT) to support postal operations for the theater.

4-130. Additional theater gateway R5 teams and MMT teams with corresponding HR companies/platoons will be required if more than one intertheater APOD is used for RSOI and postal flows.

SECTION VII: PROVIDE ARMY SPECIAL OPERATIONS FORCES SUPPORT

4-131. Logistics support of ARSOF units is the responsibility of the Army except where otherwise provided for by support agreements or other directives.

4-132. The integration of ARSOF support cell capabilities with those of the TSC SPO facilitates synchronized and tailored support to specific ARSOF mission requirements and provides sufficient flexibility to respond to changing requirements. Additionally, the resulting coordination and synchronization between the ARSOF support cell and TSC provides the means for the TSC to leverage logistics resources and achieve greater operating efficiencies. This is particularly true in the case of demands for CULT assets.

4-133. ARSOF units are supported in the same manner as conventional forces for common items and common-user support—on an area basis, through limited HN support, and contracting. Unique special operations items are resourced through special operations channels.

SECTION VIII: PROVIDE COMMON-USER LOGISTICS SUPPORT

4-134. GCCs are required to coordinate an integrated distribution and support system from origin to destination during joint contingency operations with DOD supporting agencies, other agencies, Service component commanders, subordinate joint force commands or joint task forces (JTF), and supporting combatant commands such as USTRANSCOM. The best option available is the use of the common-user logistics designation. There are two key considerations the GCCs may use to designate common-user responsibilities. These are the dominant user and the most capable force available. See JP 4-07 for additional information on common-user logistics (CUL) support.

Note. The TSC is usually the dominate user and most capable logistics C2 headquarters in theater.

4-135. When establishing CUL responsibilities within a subordinate joint force, the combatant commander must take into account existing CUL-related, DOD directed executive agencies as well as any existing CUL-related agreements. When CUL support is used, Service component commands retain overall responsibility for logistics support of their forces except when there are valid agreements or directives for the provision of CUL support outside of the normal Service component channels.

4-136. The TSC, as the ASCC's senior sustainment headquarters, plays a major role in optimizing resources and synchronizing materiel support to the joint force per geographic combatant commander's CUL guidance, approved executive agency responsibilities, inter-Service support agreements, and acquisition and cross-servicing agreements. When tasked to perform specified CUL responsibilities, the TSC must:

- Participate in the overall joint LPT effort in order to identify and gain access to key terrain, facilities, etc.
- Identify specific lead CUL responsibilities and CUL execution parameters.
- Review all service support requirements as they relate to determining CUL requirements.
- Coordinate CUL support in accordance with tasking assigned.

- Determine the source of support (military, civilian, HN, or other).
- Establish, maintain, and change priorities based on the operational situation and the combatant commander's guidance.
- Monitor critical classes of supply support capabilities for the purpose of mission tasking, economy of resources, and cross leveling of critical common-item resources in accordance with combatant commander directives for logistics.
- Coordinate requirements for agreements for inter-Service supply and support, local procurement and controls, and allocated indigenous facilities and logistics resources available within the theater.
- Coordinate transactions and implementing instructions for U.S. and multinational support logistics exchange issues with the appropriate Service component, agency, and/or multinational points of contact.
- Prioritize the theater distribution and logistics effort by phase or operation.
- Manage intratheater movements.
- Allocate critical distribution and CUL resources in order to provide effective and efficient support.
- Establish a theater-wide capability to capture and maintain asset visibility of common-user materiel and services in accordance with the GCC's theater ITV and asset visibility data capture plan.
- Participate in functional boards or centers, if established, to centrally manage critical assets and more effectively react to unforeseen circumstances.

4-137. Managing the competing requirements of CUL and support to Army forces is a primary concern for TSC distribution managers. However, these managers must abide by the priorities established by the GCC and develop appropriate metrics to measure delivery objectives when executing CUL responsibilities. Above all, distribution managers must recognize that CUL offers greater economy and facilitates the rapid buildup of combat power by minimizing strategic lift requirements. However, the need to economize must be balanced with the requirement of timely delivery of supplies and materiel in support of GCC priorities.

SECTION IX: CONDUCT REDEPLOYMENT OPERATIONS

4-138. Redeployment operations are complex events that require detailed planning and synchronized execution. Decisions made concerning withdrawal timetables, residual forces, and materiel to remain in the host country will influence the pace and nature of the redeployment. Redeployment operations are conducted in accordance with the GCC redeployment operations plan (OPLAN) or GCC redeployment policy.

4-139. The ASCC redeployment OPLAN provides specific guidance to Army organizations preparing for redeployment; specifying the sequence for redeployment of units, individuals, and materiel. The plan also provides guidance on the support network, security requirements, and APS turn-in procedures.

4-140. The TSC supports effective and efficient redeployment operations through its C2 of the intratheater distribution system by maintaining situational awareness of system capacity and leveraging joint capabilities. While many of the procedures used to rapidly build combat power—i.e. support RSOI, draw APS, and operate the intratheater distribution system, apply to the redeployment process, two factors in particular complicate redeployment operations.

- First, the same elements that operate and manage the intratheater distribution system during deployment and sustainment operations perform similar roles during redeployment. When redeployment and deployment/sustaining operations occur simultaneously, the TSC may find it necessary to rebalance its forces or change the missions of subordinate organizations in order to effectively support simultaneous operations.
- Second, requirements vary widely depending on the scale and scope of redeployment operations, theater infrastructure, and other METT-TC considerations. For example, redeployment operations may range from personnel only to entire units and their equipment. Depending upon the political/military

strategy, unit rotations may occur while decisive operations continue unabated or during operational transitions. Key TSC considerations include but are not limited to: size of the force redeploying/deploying; infrastructure requirements/limitations; security requirements; traffic circulation; staging areas; distribution system capacity; competing requirements for available resources; quantities of supplies and materiel to be redistributed; agricultural inspections; and establishing and maintaining accountability of retrograde cargo. The challenge, for the TSC, is effective coordination and synchronization, vertically and horizontally, to ensure responsive simultaneous support to not only on-going sustainment operations throughout the theater but also redeployment.

4-141. The TSC SPO provides staff oversight of TSC efforts in support of Army redeployment operations; coordinating and synchronizing unit movements to designated assembly areas in accordance with the ASCC redeployment OPLAN. Redeployment operations at the assembly areas are controlled and supervised by the TSC; supervising the actions necessary to prepare units for movement.

4-142. Key TSC planning considerations include the identification and allocation units, equipment, and supplies—to include HN and contractor support, required to support the redeployment operation. Coordination for medical support and other support functions such as communications, materiel handling equipment, and port of embarkation (POE) support is essential to mission success.

4-143. Close coordination with the ASCC, JDDOC and national/strategic partners facilitates the redeployment process. For example, coordination with the ASCC establishes the overall framework for the orderly sequencing of Army forces for redeployment. Issues such as responsibilities, reporting requirements, movement constraints, and resource allocation are addressed in a collaborative manner. Coordination with the JDDOC provides the TSC with updates to sequencing the flow of forces and equipment to designated aerial ports of embarkation (APOE) and seaports of embarkation (SPOE). Coordination with USAMC facilitates the regeneration and resetting of redeploying Army equipment and the reset of APS. See JP 3-35 and FMI 3-35 for additional information concerning redeployment operations.

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Chapter 5
Strategic and Joint Interfaces

Effective interfaces between the theater sustainment command (TSC) and national strategic-level and joint partners are essential to providing responsive agile support throughout the theater. Through collaboration and coordination, the TSC is able to achieve unity of effort in sustaining tempo and continuity of operations throughout a major operation. The following paragraphs describe some of the strategic and joint interfaces that must occur in order to achieve geographic combatant commander (GCC) objectives.

SECTION I: STRATEGIC INTERFACES

DEFENSE LOGISTICS AGENCY CONTINGENCY SUPPORT TEAM

5-1. Defense Logistics Agency contingency support teams (DCST) are established to provide a single point of contact for Defense Logistics Agency (DLA) matters in a theater, area of operations (AO), or joint operations area (JOA). They may be deployed in support of the GCC, a subordinate joint force commander (JFC), or Service component commanders. Multiple DCSTs may be deployed to a theater to provide a variety of support functions based on the supported commander's requirements.

5-2. DCSTs are comprised of an initial response team, a command support element, and three functional elements (fuel support, materiel management, and disposal) that can be tailored to meet specific requirements. Accordingly, DCST team composition may change as operational requirements change. A DCST will normally redeploy once DLA-focused expertise is no longer required.

5-3. DCSTs are responsible for providing a variety of logistics, acquisition, and technical services. These services include inventory management, procurement, warehousing, and distribution for all classes of supply (except Classes V and VI); and reutilization and disposal of excess military materiel.

5-4. DCSTs maintain a close working relationship with supported commanders and staffs to ensure that the support being provided meets operational requirements, is synchronized, and fully integrated. To accomplish this, a DCST may establish several strategic support locations throughout an AO or JOA in order to provide responsive support. This is particularly true with respect to Class I, bulk Class III, and disposal operations.

5-5. TSC distribution managers work closely with the DCST to coordinate supply, distribution, onward movement and in-transit visibility (ITV) of essential supplies throughout the theater, AO, or JOA. In some circumstances, ITV data may require manual input or depend upon movement control team (MCT) reporting capabilities to maintain visibility along main supply routes (MSR). For example, movements originating in or passing through another country may be prohibited from using ITV and radio frequency identification (RFID) capabilities to track movements by that government.

DEFENSE LOGISTICS AGENCY DEPLOYABLE DISTRIBUTION CENTER

5-6. The Deployable Distribution Center (DDC) is an integral component of DLA's integrated distribution strategy designed to provide responsive support to the Soldier. Comprised of three components, the strategy provides for land-based forward stocks, continental United States (CONUS) depots, and a deployable distribution center for expeditionary operations. (See Figure 5-1.) CONUS-based DDCs provide a deployable DLA materiel management and warehouse capability to support GCC operational requirements from within a

theater. Fixed base forward stock locations and DLA CONUS depots are potential sources of supply for the DDC.

5-7. The DDC provides an in-theater DLA face to the GCC and Service component logistics headquarters, such as the TSC, that enables better control, management, and visibility of materiel flowing from national sources to the theater and ultimately the end user. The DDC is scaleable to GCC requirements; capable of supporting troop densities up to 120,000 troops. It provides distribution, forward stocking, and information management capabilities over class I, II, IIIP, IV, VIII, and IX supplies. In addition to forward positioning selected DLA managed items, the DDC may also stock selected fast-moving Service and General Services Administration managed items.

5-8. The forward deployment of the DDC reduces the friction that normally occurs at seams in the global distribution system. By placing this capability forward, DLA's supporting to supported role takes on added significance and makes it a stakeholder in theater distribution operations.

5-9. Specific DDC capabilities include a forward stocking capability; break bulk operations; theater consolidation shipping point operations; in-theater distribution expertise; receipt, storage, and issue of wholesale supplies; and materiel visibility. By positioning this capability forward, DLA is able to reduce overall customer wait time (CWT), improve joint theater logistics capabilities, and reduce requirements for scarce strategic lift resources.

5-10. TSC distribution managers work closely with the DDC to throughput supplies to end users in accordance with GCC priorities. Similar coordination occurs between the TSC and DDC for the retrograde of unused consumables, items marked for disposal, empty shipping containers, pallets, and unserviceable repair parts.

ARMY SUSTAINMENT COMMAND

5-11. The Army Sustainment Command (ASC) is the Army's operational logistics organization responsible for integrating logistics support with joint and strategic partners and is the linchpin that links the national sustainment base with the expeditionary Army. Its responsibilities include contingency contracting, and supply and maintenance management, and representing United States Army Materiel Command (USAMC) life cycle management commands (LCMCs) to the field. As such, it coordinates Army requirements with joint and strategic partners to streamline and accelerate logistics support to Army forces.

5-12. Through collaboration and coordination with the ASC, the TSC is able to maintain a continuous flow of critical commodities, such as Class V, to the theater. The ASC also has a key role in resourcing and downloading Army pre-positioned stocks (APS) in support of Army operations. A number of ASC capabilities, in the form of an Army field support brigade (AFSB), deploy forward and collocate with the TSC in order to provide responsive sustainment maintenance, logistics assistance program support, and accountability of specified Army contractor personnel who accompany the force.

5-13. Additionally, the ASC plays a critical role in support of the Army force regeneration process. In this role, the ASC works closely with USTRANSCOM and the TSC to ensure the timely delivery of retrograde materiel to Army depots to support the reset mission.

SECTION II: JOINT INTERFACES

GEOGRAPHIC COMBATANT COMMANDER

5-14. When the TSC is selected by the GCC as the option to use to control the planning and execution of joint logistics for the theater, the GCC should delineate clearly the command relationships between the combatant command staff, particularly the J-4, all other components of the force, and the joint force land component commander (JFLCC) and his logistics staff.

5-15. Understanding that the TSC will be under the command of the Army Service component command (ASCC), the delineation of lanes of responsibilities between them is absolutely essential and must particularly address how the commands will deal with Army issues and joint issues. Together with the establishment of the command relationships, the GCC must specify clearly the authorities being delegated to the TSC to facilitate

the execution of the assigned joint functions. Establishing clear command relationships and authorities is also applicable when the GCC creates subordinate joint force headquarters or joint task forces (JTF).

5-16. When advising the GCC on the establishment of command relationships and authorities the TSC or expeditionary sustainment command (ESC) commander should use as a minimum the following considerations:

- The mission.
- Prevalent domain in which the operation is to be conducted (land, air, sea, or space).
- TSC or ESC capabilities.
- Time/distance factors.
- Geography and physical infrastructure within the operational area.
- The planning requirements to properly execute the mission. Particularly, how logistics planning is to be integrated with operational planning and which organization is to conduct commitment, contingency, and orientation planning.

5-17. GCC command relationship options for planning and executing joint logistics operations are operational control (OPCON), tactical control (TACON), or a supporting to supported relationship. Once the command relationships between the forces are clarified then decisions must be made to assure the proper authorities are delegated to the TSC or ESC to execute the joint functions. This delegation should include applicable directive authority for logistics (DAFL) provisions and the method in which these provisions will be executed if required. For additional information on joint staff responsibilities, especially the J4, see JP 4-0, Chapter 5. For additional information on joint logistic boards, offices, centers, cells, and groups with which the TSC might have to interface, see JP 4-0, Appendix C.

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Chapter 6
TSC Protection Warfighting Function Responsibilities

The protection warfighting function is an integral component of all military operations. The protection warfighting function encompasses those measures taken to protect personnel (combatants and noncombatants), physical assets, and information in all locations and situations. It is accomplished through the planned, synchronized, and integrated application of the twelve tasks and systems of the protection warfighting function: air, and missile defense; personnel recovery, information protection, fratricide avoidance, operational area security, antiterrorism, survivability, force health protection; chemical, biological, radiological, and nuclear (CBRN) operations, safety, operations security, and explosive ordnance disposal.

The theater sustainment command (TSC) plans and executes protection measures in accordance with geographic combatant commander (GCC) and Army Service component command (ASCC) directives and guidance. Protection measures include identifying and reducing vulnerability to hostile acts within the TSC operational area through the use of multi-layered defenses that include integrated base cluster defenses coordinated and synchronized with higher, lower, and adjacent commands. The TSC also employs physical security measures to deter, detect, and defend critical facilities, information, and systems against threats from terrorists, criminals, and unconventional forces. Physical security measures may include fencing and perimeter stand-off distance, lighting and sensors, vehicle barriers, blast protection, access control, and patrols.

This chapter specifically discusses the protection warfighting function in the context of TSC headquarters responsibilities. Section I describes the protection process. Section II describes protection tasks.

SECTION I: PROTECTION PROCESS

6-1. The protection warfighting function is not a stand-alone function. Commanders must synchronize and integrate protection tasks and systems with on-going and anticipated operations; continually striving to improve protection measures in order to ensure continuity of operations. In order to accomplish this, systems must be linked to facilitate communication and to share a common operational picture (COP).

6-2. The ASCC protection cell and protection working group integrate the tasks and systems of the protection warfighting function. Not every task or system is used at all times. For each operation, the protection cell analyzes specified, implied, and mission-essential protection tasks. Using measures of performance or measures of effectiveness, the ASCC protection cell assesses whether the task has achieved the desired effect and is meeting the commander's intent. If the task has not, the cell measures whether the commander should assume risk or commit additional resources to the protection task.

6-3. The ASCC protection working group coordinates the activities and systems that preserve and protect the force. This is done primarily by developing the critical asset list and defended asset list for approval by the commander. The ASCC protection cell integrates protection functions using the composite risk management process.

6-4. TSC protection measures are integrated and synchronized with the protection measures of the ASCC. The TSC accomplishes protection tasks and functions directed by the ASCC; incorporating their efforts into an established protection framework developed by the ASCC staff. Although no protection cell exists in the TSC, protection is normally the responsibility of the G-3.

SECTION II: PROTECTION TASKS

AIR AND MISSILE DEFENSE

6-5. The commander and staff analyze the threat and identify possible counter measures for each vulnerability. This analysis leads to the implementation of selected passive air defense measures. For example, if enemy air activity is likely to occur during the day, most movement should occur during hours of limited visibility.

6-6. In accordance with TSC commander guidance, the G-3 recommends critical TSC assets and nodes for priority air and missile defense consideration by the ASCC protection cell and provides staff oversight of passive defensive measures. The G-3 is responsible for ensuring air and missile defensive measures are synchronized and integrated with on-going and anticipated TSC missions to include integrating and synchronizing responses to early warning and air defense warnings.

PERSONNEL RECOVERY

6-7. The G-3 is responsible for developing and implementing a plan for personnel recovery. The personnel recovery plan specifies reporting procedures and actions to be taken in the event Soldiers are reported isolated, missing, detained, or captured (IMDC).

6-8. Pre-established and rehearsed command and control (C2) procedures are essential to the recovery of IMDC personnel. Personnel recovery may include search and rescue; survival, evasion, resistance, and escape; and the coordination of negotiated as well as forcible recovery operations.

INFORMATION PROTECTION

6-9. The G-6 is responsible for implementing active and passive information protection measures that protect and defend information and TSC information systems. Responsibilities include identifying threats to the information system; implementing measures to protect computers and networks from disruption, denial, degradation, or destruction; and protecting personnel, facilities, and equipment from the effects of electronic warfare – friendly or enemy. (See FM 3-13.)

6-10. The G-6 is also responsible for disseminating the information operations condition (INFOCON) to subordinate units and the staff. INFOCON messages describe operating status and the associated risk levels; and provide a coordinated approach to defend against attacks on computers, networks, and information systems.

FRATRICIDE AVOIDANCE

6-11. Commanders are responsible for preventing fratricide. Simplicity and ease of understanding are key considerations when developing fratricide avoidance measures for the command. Control measures such as realistic mission rehearsals; fire support coordination; an up-to-date COP; the identification of hazards - i.e. unexploded explosive ordnance; positive identification tactics, techniques, and procedures—i.e. infrared markers; and rules of engagement assist commanders in preventing fratricide.

OPERATIONAL AREA SECURITY

6-12. Operational area security is the sum of measures taken to protect critical TSC assets throughout the TSC's area of operations. In most instances, the TSC operational area is part of a larger designated joint operations area with a designated joint security coordinator (JSC) who establishes and maintains operational area security.

6-13. In coordination with the JSC, the TSC and its subordinate units are integrated into bases and base clusters for mutual defense purposes. Subordinate commanders of the TSC may be designated as base or base cluster commanders.

6-14. One of the fundamental considerations in planning and executing base and base cluster security operations is the resolution of command authority. If command relationships and responsibilities for base and base cluster security are not clearly identified, a conflict of interest may occur between tactical and functional requirements.

6-15. The joint force commander (JFC), normally through a designated JSC and the existing Service chains of command, ensures that appropriate command relationships among subordinate area, base, and base cluster commanders are established and understood by all affected commands.

6-16. In order to effectively direct actions to prevent or mitigate hostile actions against Soldiers, resources, facilities, and critical information, the JFC will direct all tenant units in a specified geographical area to be responsible to the commander of that area for base and base cluster security. It follows then, that an area commander has tactical control (TACON) over tenant units for conducting base and base cluster security operations.

6-17. TSC subordinate commanders, who are designated as base or base cluster commanders, must also be cognizant of the fact that there may be non-TSC units in their base or base cluster, to include multinational forces. All units assigned to a base or base cluster are TACON to the commander of that base or base cluster when an emergency or tactical situation requires the implementation of base security measures unless specifically exempted by order of the area commander.

6-18. During multinational operations, the commander of a specified geographic area establishes relationships between the subordinate forces of different countries occupying the same geographical area. This structure unifies the different forces to the maximum degree feasible. Language, doctrinal, and philosophical differences may be resolved by:

- Recognizing national affinities and permitting homogenous elements to operate together.
- Combining units of different nationalities only where a clear requirement exists.
- Cross-assigning liaison personnel to improve understanding.
- Organizing area responsibilities along national lines.
- Establishing a mutually supporting warning system.

Threat Levels

6-19. Threat activities are generally divided into three levels. These levels provide a general description and categorization of threat activities, identify the defense requirements to counter them, and establish a common reference for planning guidelines. Each level or any combination of levels may exist in an operational area, independently or simultaneously.

- Level I Threat. A level I threat is a small enemy force that can be defeated by a unit's organic resources. Level I threats include enemy agents and terrorists whose primary missions include espionage, sabotage, and subversion. Enemy activity and individual terrorist attacks may include random or directed killings of military and civilian personnel, kidnapping, and/or guiding special-purpose individuals or teams to targets.
- Level II Threat. A Level II threat is enemy activity that requires the commitment of a reaction force to defeat it. A typical response force is a military police element; however, it could also be a maneuver element. Level II threats consist of enemy special operations teams, long-range reconnaissance units, mounted or dismounted combat reconnaissance teams, and small combat units.
- Level III Threat. A Level III threat is beyond the defensive capability of both the base and base cluster and any local reserve or response force and requires the commitment of a tactical combat force to defeat it. It normally consists of a mobile enemy force.

Base and Base Cluster Defense

6-20. TSC subordinate commanders functioning as base and base cluster commanders develop and implement comprehensive defense plans to protect their support capability. The defense plan includes measures to detect, minimize, or defeat Level I and Level II threats. To maximize mutual support and prevent fratricide, base and base cluster commanders coordinate defense plans with adjacent base and base clusters and joint, multinational, and host nation (HN) forces.

6-21. Commanders should plan to use only the minimum firepower required to accomplish the base security mission. While the right to self defense is never denied, it may be limited in some manner. For example, unlimited use of firepower that negatively affects civilians in the secured area may cause them to embrace the enemy's cause or withhold support to the friendly force. Soldiers must understand this and follow strict rules of engagement when conducting operations.

6-22. A combination of base and base cluster defense forces, designated response forces, and tactical combat forces (TCF), are used to provide the required security for base and base cluster defense. A description of each capability follows.

- Base Defense Force. Base commanders establish a base defense force (BDF) as a security element to provide local security to their base. The BDF normally consists of the combined security assets provided by each unit on the base to meet the ongoing security requirements of the base. These assets include crews, weapon systems, and radios of combat vehicles temporarily located on the base for maintenance or other reasons. Normally organized as provisional security platoons, the mission of the BDF is to conduct reaction operations to deter, resist, or destroy an enemy Level I force attacking the base. The base commander may appoint a BDF commander to assist in executing base defense functions.
- Base Cluster Defense Force. The base cluster commander can direct the employment of BDFs within the base cluster to counter Level II threats within the geographical area of the base cluster. However, the more normal course of action is to have a response force engage these Level II threats.
- Response Force. The area commander will designate a response force to deal with Level II threats. A response force usually consists of military police forces supported by available fire support and Army aviation assets. They are usually either platoon- or company-size forces. Other possible response force options include engineer units, chemical units, transiting combat units, elements of the reserve, or HN assets.
- Tactical Combat Force. As part of the area commander's organization for joint security operations (JSO), a TCF is designated to counter Level III threats. The TCF is normally a composite force, comprised of ground maneuver, Army aviation, and field artillery units under the command and control of the senior maneuver unit headquarters. The actual size of the TCF depends on intelligence preparation of the battlefield and mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) and the degree of risk the area commander is willing to accept. The TCF is not normally committed until the area commander determines that both base and base cluster defense forces and/or response forces are unable to counter the threat. The TCF conducts direct coordination with maneuver enhancement brigade (MEB) or other response forces regarding the exchange of reconnaissance information, battle handoff procedures, and contingency plans for TCF operations.

ANTITERRORISM

6-23. The G-3 is responsible for integrating and synchronizing defensive measures that reduce the vulnerability of individual Soldiers, units, and critical assets to terrorist acts.

Note. Army Regulation 525-13 establishes eight antiterrorism critical tasks that commanders implement in order to deter incidents, employ counter measures, mitigate effects, and conduct incident recovery.

6-24. Defensive measures include assessing the threat and applying the appropriate force protection condition; assessing vulnerabilities of critical assets, recommending perimeter and internal security policy and procedures, implementing physical security measures, and monitoring incident response capabilities.

6-25. Terrorists are among the most difficult threats to neutralize and destroy; their actions span the spectrum of conflict. Agents, sympathizers, and terrorists attempt to create confusion, fear, or panic and become significant threats to U.S. and multinational operations. They attempt to cause delays by disrupting command post (CP) operations and communications and automation networks. Sophisticated cameras, listening devices, or long-range secure radios may be used to gain information for exploiting vulnerabilities. Individual agents or small terrorist cells may conduct random attacks to sabotage support operations.

6-26. High-priority C2 targets may include the TSC CP and its subordinate command headquarters. Petroleum and ammunition supply points as well as supply points that receive, store, or issue Class VII items present lucrative targets for sabotage. Materiel handling equipment may also represent a priority target.

SURVIVABILITY

6-27. No single solution exists for enhancing survivability of high value targets—except large area smoke screens. Therefore, commanders should develop their camouflage, concealment, and decoy plans based on situational understanding of the operational environment and an awareness of the detectable electromagnetic signatures emitted by high value targets under their command.

6-28. In addition to employing camouflage, concealment, and deception to protect Soldiers and critical assets, the TSC may use hardening or mobility as a means to mitigate friendly losses to hostile actions or environments. The actual methods used by the TSC depend on the type of anticipated threat.

6-29. Hardening measures protect resources from blast, direct and indirect fire, heat, radiation, or electronic warfare. Hardening is accomplished by using barriers, walls, shields, berms, or some other type of physical protection to defeat or negate the effects of an attack. Engineer support may be required to accomplish hardening tasks.

6-30. A number of operational-level logistics sites may remain static during the conduct of operations. However, they must maintain the capability to move. The ability to move increases survivability.

FORCE HEALTH PROTECTION

6-31. The TSC surgeon, in coordination with the supporting medical deployment support command (MDSC), is responsible for planning and implementing force health protection operations to counter the medical threat. To counter the medical threat, comprehensive medical surveillance activities, occupational and environmental health surveillance activities, preventive medicine measures, and field hygiene and sanitation are instituted and receive command emphasis. These measures along with personal protective measures are essential in maintaining the health of the command. (See FM 4-02 for more information.)

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR DEFENSE

6-32. The commander directs the establishment of coordinated CBRN protection requirements through the preparation of a CBRN defense plan. The plan, based on the CBRN threat assessment, details requirements for dispersing and networking available detectors, designating warning and reporting requirements, and implementing periodic sampling and analysis.

6-33. The plan also identifies passive defensive measures that must be taken in order to reduce the vulnerability of personnel and equipment and minimize the effects of weapons of mass destruction used against critical sustainment nodes and ports of embarkation and debarkation. (See FM 3-11 for more information on CBRN passive defense.)

SAFETY

6-34. Safety is a key responsibility of command. The commander implements safe practices and procedures through his safety program. The first step in developing and implementing a vigorous safety program is to

identify what the command's safety goals should be and how best to achieve those goals. Each organization within the command provides input into the goal setting process. By determining the overall strategy, resources can be more efficiently managed.

6-35. Leaders at all levels are responsible for conducting continuous, vigorous efforts to reduce the risk of death or injury to Soldiers and damage to vehicles, equipment, and property due to accidents. The safety officer monitors the safety posture of the command; conducts risk analysis of operations, and provides risk management recommendations to reduce risk to acceptable levels.

OPERATIONS SECURITY

6-36. The G-3 is responsible for integrating and synchronizing operations security (OPSEC) measures within the command. In addition to implementing OPSEC measures in accordance with GCC and ASCC guidance, the G-3 leads the TSC OPSEC assessment effort to identify, control, and protect unclassified information associated with sensitive operations and activities. Information related to timing; logistics capabilities, to include limitations; movements; and host nation support arrangements are examples of sensitive but unclassified information that could be exploited by an adversary. (See JP 3-13.3.)

6-37. It is important to note that the process of identifying essential elements of friendly information is only one part of a defense-in-depth approach to securing friendly information. To be effective, other security measures such as physical security, computer network security, and limited authorized access must complement OPSEC efforts.

EXPLOSIVE ORDNANCE DISPOSAL

6-38. Explosive ordnance disposal (EOD) is the responsibility of the supporting EOD unit. These units identify, render safe for recovery, and dispose of explosive ordnance. These hazards consist of conventional munitions, CBRN and associated materials, and improvised explosive devices.

6-39. TSC standing operating procedures establish reporting procedures and actions to be taken upon encountering an item that is deemed a possible improvised explosive device (IED).

Glossary

SECTION I: ACRONYMS AND ABBREVIATIONS

ABCS	Army Battle Command System
ADCON	administrative control
AFSB	Army field support brigade
AFSBn	Army field support battalion
AHRW	Army human resource workstation
AHS	Army health support
AIS	automated information system
AIT	automated identification technology
ALE	Army special forces liaison element
ALT	acquisition, life cycle logistics, and technology
AMC	Air Mobility Command
AMDF	Army master data file
AO	area of operations
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARB	acquisition review board
ARFOR	Army forces
ARSOF	Army special operations forces
ASA FM&C	Assistant Secretary of the Army for Financial Management and comptroller
ASC	Army sustainment command
ASCC	Army Service component command
BCCS	battle command common service
BCS3	Battle Command Sustainment Support System
BCT	brigade combat team
BDF	base defense force
C2	command and control
CAC	Casualty Assistance Center
CAISI	combat service support automated information system interface
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosive
CCBN	contingency contracting battalion
CCIR	commander's critical information requirement
CCT	contingency contracting team

CENTRIXS	combined enterprise regional information exchange system
C-LAN	coalition-local area network
CMOC	civil-military operations center
COA	course of action
COCOM	combatant command (command authority)
CONUS	continental United States
COP	common operational picture
COR	contracting officer representative
COS	chief of staff
COTS	commercial off-the-shelf
CP	command post
CPOF	command post of the future
CRSP	central receiving and shipping point
CSB	contracting support brigade
CSM	command sergeant-major
CSP	contract support plan
CSSB	combat sustainment support battalion
CSS VSAT	combat service support very small aperture terminal
CTASC	corps/theater automatic data processing service center
CUL	common-user logistics
CULT	common-user land transportation
CWT	customer wait time
C-WAN	coalition-wide area network
DA	Department of the Army
DAFL	directive authority for logistics
DA PAM	Department of the Army pamphlet
DCGS-A	Distributed Common Ground System-Army
DCMA	Defense Contract Management Agency
DCST	Defense Logistics Agency contingency support team
DDC	deployable distribution center
DDOC	deployment and distribution operations center
DESC	Defense Energy Support Center
DFAS	Defense finance and Accounting Service
DLA	Defense Logistics Agency
DMC	distribution management center
DOD	Department of Defense
DODAAC	Department of Defense activity address code
DODI	Department of Defense instruction
DRMS	Defense Reutilization and Marketing Service
DS	direct support
EECP	early entry command post

EOD	explosive ordnance disposal
EPS	essential personnel services
ESC	expeditionary sustainment command
FBCB2	Force XXI Battle Command Brigade and Below
FHP	force health protection
FM	field manual
FMC	financial management center
FMI	field manual interim
FMTP	financial management tactical platform
FRAGO	fragmentary order
FSC	forward support company
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, 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, network operations
G-8	assistant chief of staff, financial management
GCC	geographic combatant commander
GIG	global information grid
GS	general support
GTN	global transportation network
HAZMAT	hazardous material
HN	host nation
HNS	host nation support
HR	human resources
HRSC	human resource sustainment center
HSS	health service support
IED	improvised explosive device
IG	inspector general
IGO	intergovernmental organization
ILAP	integrated logistics analysis program
IMDC	isolated, missing, detained, or captured
INFOCON	information operations condition
ISO	International Organization for Standardization
ISR	intelligence, surveillance, and reconnaissance
ITV	in-transit visibility
J-2	intelligence directorate of a joint staff
J-4	logistics directorate of a joint staff
JAGC	Judge Advocate General Corps
JDDE	joint deployment distribution enterprise

JDDOC	joint deployment distribution operations center
JDPO	joint deployment process owner
JFC	joint force commander
JFLCC	joint force land component commander
JIM	joint, interagency, and multinational
JLSB	joint line of communications security board
JMC	Joint Munitions Command
JNN-N	joint network node-network
JOA	joint operations area
JPO	joint petroleum office
JRSOI	joint reception, staging, onward movement, integration
JSC	joint security coordinator
JSCC	joint security coordination center
JSO	joint security operations
JSOTF	joint special operations task force
JTF	joint task force
JTF-PO	joint task force – port opening
LCMC	life cycle management command
LIDB	logistics integrated data base
LIW	logistics information warehouse
LOC	line of communications
LOGCAP	logistics civilian augmentation program
LOGNET	logistics data network
LOGSA	logistics support activity
LOGSTAT	logistics status report
LPT	logistics preparation of the theater
LSE	logistics support element
LSO	logistics support officer
LWN	landwarnet
MA	mortuary affairs
MC4	medical communication for combat casualty care
MCB	movement control battalion
MCT	movement control team
MDSC	medical deployment support command
MEB	maneuver enhancement brigade
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MJLC	multinational joint logistics center
MLMC	medical logistics management center
MMT	military mail terminal

MNF	multinational force
MNFC	multinational force commander
MSC	Military Sealift Command
MSE	mobile subscriber equipment
MSR	main supply route
NAF	nonappropriated funds
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NGO	nongovernmental organization
NICP	national inventory control point
NIIN	national item identification number
NIPRNET	Nonsecure Internet Protocol Router Network
OCONUS	outside the continental United States
ODS	Operation Desert Storm/Desert Shield
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OP	operational
OPCON	operational control
OPLAN	operation plan
OPORD	operational order
OPSEC	operations security
PAO	public affairs office
PARC	principal assistant responsible for contracting
PASR	personnel accounting and strength reporting
PASS	publish and subscribe services
PBUSE	property book unit supply-enhanced
PIM	personnel information management
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, time
PRM	personnel readiness management
PWS	performance work statement
R5	reception, replacement, return to duty, rest and recuperation, redeployment
RFID	radio frequency identification
RF-ITV	radio frequency-in-transit visibility
RM	resource management
RSOI	reception, staging, onward movement, integration
S-1	personnel staff officer
S-3	operations staff officer
SAAS-MMC	Standard Army Ammunition System–Materiel Management Center
SAAS-MOD	Standard Army Ammunition System–Modernization

SAPO	sub-area petroleum office
SARSS	Standard Army Retail Supply System
SB (SO) (A)	sustainment brigade (special operations) (airborne)
SCCT	senior contingency contracting team
SCI	sensitive compartmentized information
SC (T)	signal command (theater)
SDDC	Military Surface Deployment and Distribution Command
SGS	secretary of the general staff
SIMLM	single integrated medical logistics manager
SIPRNET	SECRET Internet Protocol Router Network
SJA	staff judge advocate
SOF	special operations forces
SPM	single port manager
SPO	support operations
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SRC	standard requirements code
SSA	supply support activity
STAMIS	standard Army management information system
TAA	tactical assembly area
TACON	tactical control
TC-AIMS	Transportation Coordinators' Automated Information for Movement System
TCF	tactical combat force
TCN	third country national
TJAG	the judge advocate general
TNOSC	theater network operations and security center
TOC	tactical operations center
TOE	table of organization and equipment
TRI-TAC	Tri-Service Tactical Communications Program
TSC	theater sustainment command
TSOC	theater special operations command
TTOE	transportation theater opening element
UAS	unmanned aircraft system
UJTL	universal joint task list
U.S.	United States
USACC	United States Army Contracting Command
USAFINCOM	United States Army Financial Command
USAMC	United States Army Materiel Command
USJFCOM	United States Joint Forces Command
USC	United States Code

USTRANSCOM	United States Transportation Command
UXO	unexploded explosive ordnance
VTC	video teleconferencing
WARS	worldwide ammunition reporting system
WIN-T	warfighter information network-tactical
WPS	worldwide port system

SECTION II: TERMS AND DEFINITIONS

area of operations

(joint) An operational area defined by the joint force commander for land and maritime forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. (JP 3-0)

area support

Method of logistics, combat health support, and human resources support in which direct support relationships in effect are determined by the location of the units requiring support. Subordinate direct support units provide area support to units located in or passing through their areas of responsibility. (FM 4-0)

ARFOR

The Army Service component headquarters for a joint task force or a joint and multinational force. (FM 3-0)

Army Service component commander

The senior Army commander of an Army Service component command assigned to a combatant command, who performs Unified Action Armed Forces assigned Service functions for the Army forces within the command, as well as three strategic and operational level roles: establishing linkages, conducting operations, and conducting support operations. The Army Service component commander functions in both the operational and Service chain of command.

base

(joint) 1. A locality from which operations are projected or supported. 2. An area or locality containing installations which provide logistics or other support. (JP 1-02)

base boundary

(joint) A line that delineates the surface area of a base for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas. (JP 3-10)

base cluster

(joint) In base defense operations, a collection of bases, geographically grouped for mutual protection and ease of command and control. (JP 3-10)

base cluster commander

(joint) In base defense operations, a senior base commander designated by the joint force commander responsible for coordinating the defense of bases within the base cluster and for integrating defense plans of bases into a base cluster defense plan. (JP 3-10)

base cluster operations center

(joint) A command and control facility that serves as the base cluster commander's focal point for defense and security of the base cluster. (JP 3-10)

base defense

(joint) The local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base, to ensure that the maximum capacity of its facilities is available to U.S. forces. (JP 1-02)

base defense forces

(joint) Troops assigned or attached to a base for the primary purpose of base defense and security as well as augmentees and selectively armed personnel available to the base commander for base defense from units performing primary missions other than base defense. (JP 3-10)

base defense operations center

(joint) A command and control facility, with responsibilities similar to a base cluster operations center, established by the base commander to serve as the focal point for base security and defense. It plans, directs, integrates, coordinates, and controls all base defense efforts. (JP 3-10)

centralized planning

Planning whereby a higher echelon retains the ability to develop and coordinate plans. Centralized planning enables commanders to arrange efforts in time and space to maximize the likelihood of success, employing each part of the force in the best possible way.

commander's critical information requirement

(joint) An information requirement identified by the commander as being critical to facilitating timely decision-making. The two key elements are friendly force information requirements and priority intelligence requirements. (JP 3-0)

commander's intent

(Army) A clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state. (FM 3-0)

commander's visualization

The mental process of developing situational understanding, determining a desired end state, and envisioning the broad sequence of events by which the force will achieve that end state. (FM 3-0)

common operational picture

(Army) A single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. (FM 3-0)

configured load

A single or multicommodity load of supplies built to the anticipated or actual needs of a consuming unit. (FM 4-0)

consequence management

(joint) Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. (JP 3-28)

customer wait time

The time elapsed from when a requirement is established, using the Standard Army Management Information System, and when receipt is recorded by the customer.

decentralized execution

(joint) Delegation of execution authority to subordinate commanders. (JP 1-02)

distribution-based logistics system

An integrated industry, Department of Defense, joint, and Service network of organizations, infrastructure, processes, and automated systems that enable rapid and assured provisioning of sustainment and retrograde support to forces worldwide across the spectrum of conflict. Its fundamental distribution principles are velocity over mass; centralized management; optimization of the distribution system; maximum throughput; reduced customer wait time; minimum essential stocks; maintaining continuous, seamless, two-way flow of resources; and achieving time-definite delivery.

distribution system

(joint) That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units. (JP 1-02)

information system

(Army) The equipment and facilities that collect, process, store, display, and disseminate information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use. (FM 3-0)

in-transit visibility

(joint) The ability to track the identity, status, and location of Department of Defense units and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients; and personal property from origin to consignee or destination across the range of military operations. (JP 4-01.2)

joint force commander

(joint) A general term applied to a combatant commander or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. (JP 1)

joint operations area

(joint) An area of land, sea, and airspace defined by a geographic combatant commander in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. (JP 3-0)

joint security area

(joint) A specific surface area, designated by the joint force commander to facilitate protection of joint bases that support joint operations. (JP 3-10)

joint security coordination center

(joint) A joint operations center tailored to assist the joint security coordinator in meeting the security requirements in the joint operational area. (JP 3-10)

joint security coordinator

(joint) The officer with responsibility for coordinating the overall security of the operational area in accordance with the joint force commander directives and priorities. (JP 3-10)

knowledge management

The art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision making. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and usable to commanders and decision makers. (FM 3-0)

line of communications

(joint) A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. (JP 1-02)

logistics

(joint) The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; b. movement, evacuation, and hospitalization of personnel; c. acquisition or construction, maintenance, operation, and disposition of facilities; and d. acquisition and furnishing of services. (JP 1-02)

mission command

The conduct of military operations through decentralized execution based upon mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent. (FM 3-0)

mission orders

A technique for developing orders that emphasizes to subordinates the results to be attained, not how they are to achieve them. It provides maximum freedom of action in determining how to best accomplish the assigned missions. (FM 3-0)

mobile security force

(joint) A dedicated security force designed to defeat level I and II threats on a base and/or base cluster. (JP 3-10)

mobility corridor

(joint) Areas where a force will be canalized due to terrain restrictions. They allow military forces to capitalize on the principles of mass and speed and are therefore relatively free of obstacles. (JP 2-01.3)

national providers

National-level organizations that resource, manage, or provide support to the Army and other joint and multinational customers.

Node

(joint) A location in a mobility system where a movement requirement is originated, processed for onward movement, or terminated. (JP 3-0)

nongovernmental organization

(joint) A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 3-08)

planning

The process by which commanders (and staffs, if available) translate the commander's visualization into a specific course of action for preparation and execution, focusing on the expected results. (FM 3-0)

running estimate

A staff section's continuous assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable. (FM 3-0)

situational awareness

Immediate knowledge of the conditions of the operation, constrained geographically and in time. (FM 3-0)

situational understanding

The product of applying analysis and judgment to relevant information to determine the relationship among the mission variables to facilitate decision making. (FM 3-0)

staff supervision

(joint) The process of advising other staff officers and individuals subordinate to the commander of the commander's plans and policies, interpreting those plans and policies, assisting such subordinates in carrying them out, determining the extent to which they are being followed, and advising the commander thereof. (JP 1-02)

sustainment

(joint) The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. (JP 3-0)

throughput

(Army) In logistics, the flow of sustainability assets in support of military operations, at all levels of war, from point of origin to point of use. It involves the movement of personnel and materiel over lines of communications using established pipelines and distribution systems. (FM 4-0)

total asset visibility

(Army) The capability for both operational and logistics managers to obtain and act on information on the location, quantity, condition, movement, and status of assets throughout the Department of Defense's logistics system. Total asset visibility includes all levels and all secondary items, both consumable and reparable. (FM 4-0)

time-definite delivery

(joint) The delivery of requested logistics support at a time and destination specified by the receiving activity. (JP 4-0)

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FM 4-94
12 February 2010

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