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Army Field Support Brigade

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Preface

This Army Techniques Publication (ATP) manual provides basic doctrinal discussion on the organization and operations of the Army Field Support Brigade. The primary target audience for this field manual includes: Headquarters Department of the Army, Army commands, theater armies, direct reporting units, and supported units at all levels.

ATP 4-91 applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS) and the US Army Reserve (USAR) unless otherwise stated.

The proponent for this manual is the US Army Training and Doctrine Command. The approving authority is the Commander, United States Army Combined Arms Support Command (USACASCOM) and Sustainment Center of Excellence. The preparing agent is the Acquisition, Logistics and Technology-Integration Office. The technical review authority is the US Army Materiel Command. Send comments and recommendations on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) to leeecascomdoctrine@conus.army.mil, or by mail to Commander, US Army Combined Arms Support Command & SCoE, ATTN: ATCL-ALT-IO, 2221 Adams Avenue, Fort Lee, Virginia 23801-1809.

Introduction

The Army Field Support Brigade (AFSB) is a small, mission focused, highly modular organization built around a tailored modified table of organization and equipment (MTOE) and an augmentation table of distribution and allowances (TDA) structure. The AFSB is assigned to the US Army Materiel Command's (USAMC) Army Sustainment Command (ASC). AFSBs leverage USAMC national-level provider capabilities and assist in the coordination of acquisition logistics and technology (ALT) support (less medical) to the operational Army. Each AFSB can request assistance and/or support from USAMC and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[ALT]) to meet specific mission requirements. When deployed in support of contingency operations, and when directed by their higher echelon, the AFSB will normally be placed under the operational control (OPCON) of the supported theater Army. This OPCON authority is normally delegated to the theater sustainment command (TSC) or expeditionary sustainment command (ESC) as appropriate.

The AFSB combines various USAMC assets into a single brigade level unit that plans for and synchronizes USAMC national-level provider support to US Army forces. The AFSB also participates in the coordination and support of ALT related actions, less medical ALT support and theater support contracting, in the operational area. Although the AFSB has no direct acquisition authority, it is able to coordinate with and influence program executive office (PEO), project/product managers (PMs), or Army Test and Evaluation Command (ATEC) actions.

This ATP provides an overview of AFSB organization and mission functions that apply to both contingency operations and support to units throughout the Army force generation (ARFORGEN) process; however, detailed discussion of the AFSB's ARFORGEN support capabilities are not included in this ATP.

Chapter 1

OPERATIONS AND ORGANIZATION OVERVIEW

GENERAL OVERVIEW

1-1. The AFSB is a specialized, adaptable and deployable, USAMC unit assigned to the ASC. The AFSB serves as the primary USAMC interface to Army forces and USAMC's key bridge between the generating force and the operational force. The AFSB leads USAMC national-level provider support and is a key coordinator of related ALT actions on the battlefield.

1-2. The AFSB is a mixed MTOE and augmentation TDA organization with minimum essential traditional brigade level staff capabilities. AFSBs are assigned or attached numerous deployable USAMC organizations per METT-TC as follows:

- Army field support battalions (AFSBn) are normally DS to each active duty division headquarters (HQ).
- Brigade logistics support teams (BLST) DS to each brigade combat team (BCT) and combat aviation brigade (CAB).
- Army field support battalions (Prepositioned Stock) (AFSBn(Prepo)) are aligned to an ASCC.
- USAMC provisional battalions as required per METT-TC.
- Other organizations as required.

1-3. Army units that do not have an AFSB in DS normally receive AFSB support in general support (GS) from any of the AFSB subordinate units listed above, normally on an area support basis.

ROLE OF THE ARMY SUSTAINMENT COMMAND (ASC)

1-4. As the parent organization of the AFSB, the ASC, in addition to providing command of continental United States (CONUS), forward stationed, and deployed AFSBs, serves as the CONUS TSC. The primary purpose of ASC assuming the role of the CONUS TSC was to achieve true logistics synergy and further leverage the capabilities of USAMC and its' life cycle management commands (LCMCs) to support the operational commander in generating and projecting combat power. The requirement to integrate sustainment and force projection operations is central to supporting the ARFORGEN strategy and creates an environment that spans national-strategic level (e.g. LCMCs), operational level (e.g. ASC) and tactical level (e.g. sustainment brigade/BCT) logistics and processes. This integrated effort provides units in the ARFORGEN force pools freedom of action at the installation and power generation platforms to deploy and sustain operations.

1-5. To facilitate ARFORGEN, the AFSB synchronizes sustainment efforts to promote operational readiness of the CONUS and forward stationed Army units. By attaining improved operational readiness through the partnering of efforts at the national sustainment provider, the operational commanders are provided with an enhanced planning flexibility and high levels of logistics readiness. The AFSB is also responsible for transferring equipment and materiel (less medical) to the operational Army whenever and wherever required in support of the Army's global power projection mission. The ASC distribution management center (DMC) inherited the CONUS materiel management functions previously performed by Army divisions and corps materiel management centers upon Army transformation to the modular force. To fulfill its sustainment responsibilities, the ASC DMC relies on the AFSB to manage USAMC support in CONUS and forward stationed locations and also exercises OPCON of installation directorates of logistics (DOL). Its' role in managing Army equipment is slated to continue growing in future years.

1-6. On an installation, the AFSB is responsible to synchronize USAMC sustainment activities such as DOL operations, Logistics Assistance Program (LAP) support, LBE accountability and maintenance (as required), and sustainment level maintenance. This includes support to US Army Reserve and US Army National Guard equipment (less LBE for National Guard equipment) within its designated support area. Sustainment brigades, when not deployed, are responsible to plan, coordinate and synchronize sustainment support, such as selected DMC functions, field maintenance, and other related functions to operational Army units as directed by the appropriate mission commander. When the sustainment brigade deploys, these operational Army sustainment support responsibilities may be transferred to the supporting AFSBn as determined by mission, enemy, terrain and weather, troops and support available – time available and civil considerations (METT-TC) factors in accordance with the installation support plan.

MISSION OVERVIEW

1-7. The AFSB's primary contingency mission is to support the USAMC role as a national-level provider and to assist in the coordination of ALT support to Army units world-wide. The AFSB provides this support from the operational to tactical echelons of command across the entire spectrum of military operations. The AFSB meets its mission requirements through its assigned and attached subordinate organizations, reach-back/call forward of USAMC assets, use of contracted support, and close coordination/synchronization with the supporting PEOs/PMs.

1-8. The AFSB is a unique sustainment support organization with a broad and complex mission set. The following are specific AFSB mission responsibilities:

- Provide command of assigned or attached AFSBns and BLSTs, their supporting USAMC LCMC staffs.
- Plan for and provide command over USAMC call forward sustainment maintenance and forward repair activity (FRA) organizations.
- Support USAMC's responsibility to administer the Headquarters, Department of the Army (HQDA) LAP with the LCMCs (described in detail in AR 700-4).
- Provide command of assigned Army field support battalion (Prepositioned Stock) (AFSBn(Prepo))/ coordinate Army prepositioned stocks (APS) support.
- Provide command of attached USAMC provisional battalions when formed.
- Manage and maintain designated LBE when required and as directed.
- Manage, maintain, and retrograde designated theater provided equipment (TPE).
- Provide assistance as required in retrograde of non-TPE Class VII.
- Manage and coordinate USAMC lead materiel provider functions and other national-level provider support as required.
- Synchronize, coordinate, and provide support to ALT actions between PM/PEOs and the supported units.
- Plan and coordinate the deployment, reception, staging, onward movement and integration of USAMC and ALT organizations and individuals.
- Synchronize and coordinate other USAMC sustainment support (e.g., sustainment maintenance work-loading, Army oil analysis program).
- Plan, integrate, and provide oversight assistance for operational contract support actions where the AFSB or one of its subordinate elements is the requiring activity.
- Plan and integrate Logistic Civil Augmentation Program (LOGCAP) support.
- Account for and arrange deployment support for contractors authorized to accompany the force (CAAF) in support of AFSB missions along with PM/PEO related CAAF and other Army CAAF as directed.
- Provide joint, multinational, and/or interagency support as directed.
- Assist with the identification, staging, inspection, and shipment of equipment and weapon systems designated for return to CONUS for retrograde/reset.

MISSION COMMAND

1-9. AFSBs are assigned to the ASC and when deployed, will be placed OPCON to the supported theater Army. This OPCON relationship is normally delegated to the supporting TSC or ESC as appropriate. When necessary, USAMC may deploy more than one AFSB into a geographic combatant command area of responsibility. When this occurs, specific command and support relationships will be determined per METT-TC factors. Because of the unique nature of USAMC's global mission as outlined in Army regulation (AR) 10-87, AR 700-4, and AR 700-137, this OPCON authority is further clarified as follows:

- The ASC retains direct coordination and technical oversight authority over all AFSB mission requirements to include authority to coordinate reach-back and call forward support requests.
- Deployed AFSBs can be task organized by the OPCON command, but subordinate USAMC organizations will remain under the command of the AFSB unless otherwise directed by the ASC.
- The ASC retains authority to task deployed AFSBs to support USAMC mission requirements that are outside of the OPCON command's mission purview, with the understanding that all such USAMC global mission taskings will be properly coordinated with the OPCON command prior to execution.
- Orders directing changes to AFSB command, support relationships, and task organization must be coordinated with HQ ASC.

1-10. AFSBs have a shared administrative control relationship with the ASC and the supported theater Army or designated unit as delineated by specific USAMC-theater army memorandums of agreement. The supported theater army will normally delegate selected portions of their shared administrative support responsibilities to the OPCON command as appropriate. In general, the theater Army administrative support includes such things as facilities support, communications support, and transportation requirements. In all cases, the ASC retains authority for mandatory training, readiness, and oversight to include all matters related to all assigned and attached personnel.

1-11. Deployed LCMC elements are normally attached to the AFSB with support responsibilities for that particular operational area. This command relationship includes both OPCON and administrative control authority, but like the AFSB's relationship to the supported command, the LCMCs retain authority over technical matters to include control over technical training.

1-12. While responsible to assist in the coordination of and support to ALT actions in the operational area, the AFSB does not command or control deployed ASA(ALT) elements. ASA(ALT) PEO/PM teams are required to coordinate their actions with the supporting AFSB, but the PEOs/PMs retain full authority to direct and prioritize all PEO/PM actions in the operational area in coordination with the AFSB's ALT section. See Chapter 4 of this ATP for more detailed discussion on ALT support.

ORGANIZATION

1-13. The AFSB HQs is an MTOE/TDA organization made up of a mixture of military and Department of the Army civilians. It contains a HQs section, a traditional S-staff, a support operations (SPO) section, and a section for ALT. Figure 1-1 provides an AFSB organizational structure based on the US Army approved AFSB standardized MTOE/TDA design. The AFSB staff may also be augmented by contractor personnel when required.

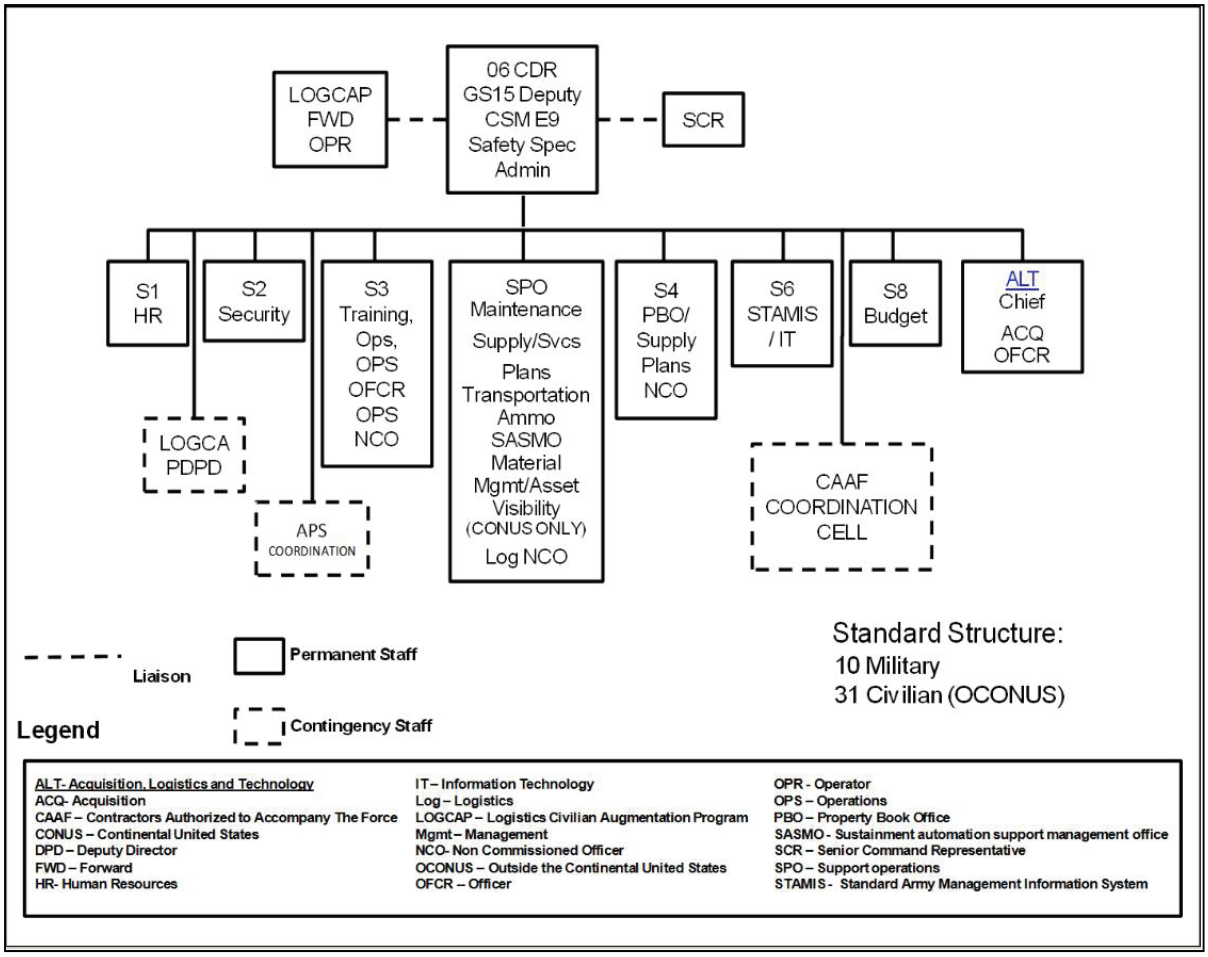

Figure 1-1. Standard Army Field Support Brigade Headquarters Design

COMMAND SECTION

1-14. The AFSB command section includes a commander, a General Schedule-15 deputy to the commander, a command sergeant major, a safety officer, and an administrative support staff member. The AFSB commander commands, controls, and directs subordinate assigned and attached USAMC organizations. The AFSB commander represents the USAMC and ASC commanding generals and serves as the lead USAMC/ASC sustainment maintenance authority and the senior USAMC advisor (less contracting support) within the operational area. The commander also has responsibility to ensure the proper synchronization and coordination with, and support of, deployed ASA(ALT) teams.

1-15. The deputy to the commander (General Schedule 15 TDA), as the commands' senior Department of the Army civilian, serves as the commanders' principal assistant in planning, coordinating, and directing all aspects of the AFSB support. The deputy to the commander assists in the supervision and oversight of the brigade staff, geographically dispersed subordinate AFSBns and other subordinate organizations, and assists in command oversight of external mission support and integration of acquisition, logistics, and technology. As part of the LAP, the deputy to the commander is an emergency essential and designated mobile employee, and provides broad oversight of the LAP within the AFSB mission support area.

1-16. The command sergeant major, safety officer, and administrative specialist perform functions common to these positions.

TRADITIONAL SUSTAINMENT STAFF

1-17. The AFSB has a traditional staff S-1 through S-4 as well as S-6 and S-8. While the AFSB and its subordinate units are not staffed as fully as a traditional Army brigade and subordinate battalions, these headquarters staff sections perform responsibilities common to most Army organizations. See FM 6-0 for detailed staff function information.

1-18. The SPO section is responsible for all matters concerning AFSB external support operations. It is responsible for overseeing materiel management, sustainment-level maintenance, supply and transportation, ammunition, and sustainment automation support management office (SASMO) operations for supported units. It analyzes and presents information gathered from the staff and subordinate organizations in support of the commands' priorities and is responsible for managing the commands' common operating picture. In coordination with the S-3 and OPCON command, the SPO staff provides input to the supported command's logistic plans as they are related to USAMC national-provider support. The SPO staff also assists the AFSB S-3 to develop internal AFSB operation plans (OPLANs) and/or operation orders (OPORDs). It advises the commander on sustainment issues and recommends reach/call-forward actions from the appropriate USAMC major subordinate command and/or LCMC to meet mission needs.

1-19. During contingency operations, the SPO section can provide the AFSB the capability to conduct early operational support leveraging the early entry module (EEM). It also is responsible for interfacing with the OPCON command and major supported commands to determine requirements and/or update estimates. This section is responsible for interfacing with the senior sustainment command staff, primarily the SPO and DMC, in order to determine requirements and/or update the logistics common operational picture and the commanders' critical information requirements. This section also determines requirements through the running estimate or as requested by the senior sustainment command SPO.

ACQUISITION LOGISTICS AND TECHNOLOGY SECTION

1-20. The AFSB ALT section consists of a section chief and an additional acquisition officer. The ALT section is responsible to integrate and synchronize PEO/PM materiel fielding, system contract support, Research, Development and Engineering Command (RDECOM) science and technology actions with related AFSB provided support requirements. The section chief serves as the AFSB commander's principal assistant for advising, coordinating, and training the AFSB staff in ALT related matters. More details on ALT support can be found in Chapter 4 of this ATP.

PERMANENT LIAISON STAFF

SENIOR COMMAND REPRESENTATIVES

1-21. Each LCMC provides a senior command representative (SCR) permanently embedded in the AFSB organization to ensure mutual understanding and unity of purpose and action. These SCRs establish an important relationship with AFSBs and ensure information exchange remains constant throughout the lifecycle of the equipment that each AFSB supports. The LCMC SCR is the direct link from the LCMC commanding general on all matters pertaining to LCMC managed systems, equipment and activities in their geographic area. The SCRs are the lead LCMC representative and the focal point for the AFSB commander, acting in the role as special staff. The SCR coordinates across the command to leverage the required resources to integrate efforts in support of Army fielding, training, sustainment, and reset operations. The LCMC SCRs has delegated authority from LCMC commanding general to act on all matters pertaining to systems and equipment. The LCMC SCRs normally deploy when the AFSB commander deploys. In all situations, the intent is to ensure continuity for the AFSB commander and the supporting LCMC. All LCMC support personnel within the AFSB support area are in DS of the SCR. The SCR also serves as the focal point for the exchange of information with the LCMC.

LOGISTIC CIVIL AUGMENTATION PROGRAM FORWARD OPERATOR

1-22. All AFSBs have a permanent LOGCAP Department of the Army civilian or contractor on staff. The LOGCAP forward operator reports directly to the ASC LOGCAP Program Office on all technical and operational matters with primary duty focus on LOGCAP planning and execution. The LOGCAP forward operator serves as a permanent AFSB special staff officer for LOGCAP actions and is the LOGCAP Program Office's liaison/advisor to the AFSB commander and staff. The LOGCAP forward operator coordinates all LOGCAP planning actions with the AFSB SPO, the supporting contracting support brigade, and appropriate supported command.

CONTINGENCY AUGMENTATION STAFF

LOGISTIC CIVIL AUGMENTATION PROGRAM DEPUTY PROGRAM DIRECTOR

1-23. The AFSB HQs staff may be augmented with a LOGCAP Deputy Program Director (DPD) during contingencies involving significant LOGCAP support. When deployed, the LOGCAP DPD serves as a special AFSB staff officer with primary duty as the principal LOGCAP adviser to the AFSB commander and staff. The LOGCAP DPD is normally a senior Department of the Army civilian who reports to the LOGCAP Executive Director on all technical matters. The LOGCAP DPD is also "dual hatted" as the Team LOGCAP-Forward (TLF) director when TLF is deployed. Additionally, the LOGCAP operator reports to the DPD when the DPD is deployed.

ARMY PRE-POSITIONED STOCK COORDINATOR

1-24. During contingency operations, the AFSB HQs may be augmented with an APS coordinator special staff officer. This augmentation TDA staff officer advises the AFSB and supported sustainment command commanders and their staff on all APS planning and execution matters. This staff officer coordinates, through the APS network, reception and issue of major end items and limited secondary items from the AFSBn(Prepo) to the receiving unit. The APS stock coordinator, in accordance with (IAW) HQDA guidance, also calls forward APS equipment via the ASC from the strategic base, aerial port of embarkation (APOE) and seaport of embarkation (SPOE) or forward operating base(s) in the operational area for release to the receiving unit. Additionally, the APS coordinator also plans and integrates any additional AFSBn(Prepo) support to Army forces during reception, staging, onward-movement & integration (RSOI), retrograde and redeployment.

TEST, MEASUREMENT AND DIAGNOSTIC EQUIPMENT LIAISON OFFICER

1-25. During some operations, the US Army Test, Measurement and Diagnostic Equipment (TMDE) Activity (USATA) a subordinate activity of AMCOM, may attach a TMDE LNO to the AFSB to provide Army metrology expertise and technical assistance. The TMDE LNO monitors and reports on calibration and repair support (C&RS) metrics, oversees evacuation of TMDE to higher levels of support, and provides the necessary coordination to establish and maintain comprehensive C&RS coverage through interlocking combinations of civilian, contractor, and military TMDE support teams.

LOGISTIC SUPPORT AGENCY LIAISON OFFICER

1-26. The Logistics Support Activity (LOGSA) can deploy an LNO to a designated AFSB when required by METT-TC factors. The LOGSA LNO assists the AFSB and deployed forces in LOGSA related mission support to include supported unit education and assistance on LOGSA products and services.

CAAF COORDINATION CELL

1-27. Deployed and forward stationed AFSBs may be augmented with a CAAF coordination cell responsible for maintaining CAAF visibility and accountability information in the operational area for USAMC and systems support contractors. As required and when directed, this cell may also assist in gaining and maintaining CAAF visibility and accountability for other Army organizations in the operational area.

CONTINGENCY MISSION OVERVIEW

1-28. AFSBs supporting a contingency receive additional contingency TDA augmentation based on METT-TC. Contingency augmentation can include Department of the Army (DA) civilians, mobilized reserve component personnel and/units, and contractors. AFSBs supporting contingency operations become the primary command responsible for managing USAMC national level provider support and coordinating ALT support capabilities for Army forces as well as joint, interagency and multinational forces as designated by the theater Army IAW supported combatant commander guidance. AFSBs are capable of split-based operations and have both reach-back and call forward capabilities to the national sustainment base.

SPLIT-BASED OPERATIONS – MAIN COMMAND POST

1-29. The AFSB main command post, when sufficiently augmented, monitors the current situation, provides guidance for the execution of USAMC national provider functions by augmentation teams, and plans future operations. It synchronizes and coordinates USAMC provided support operations throughout the operational area and keeps the OPCON command informed of actions necessary to sustain combat power. The deputy commander supervises staff personnel representing all facets of AFSB operations and ensures the plans and operations branch provides planning guidance and information to the other branches. The plans and operations branch is also responsible for providing and gathering information to perform a requirements generation process before publishing the OPLAN.

SPLIT-BASED OPERATIONS – EARLY ENTRY MODULE

1-30. The AFSB may deploy an early entry module (EEM), based upon METT-TC factors, into the operational area before the AFSB main body arrives. The AFSB EEM is responsible to integrate AFSB support actions in the operational area and coordinate with the supported unit, for facilities, logistics support, and security. The EEM serves as the forward HQ element and provides the AFSB commander information systems capability and connectivity for all ALT functions when the AFSB main body arrives in the operational area.

1-31. The EEM, when ordered by higher echelon, will normally be OPCON to and collocated with, an ESC or sustainment brigade during theater opening operations to ensure the seamless integration of the AFSBs main body once it arrives in the operational area. Although a command decision, the EEM normally contains a minimum of eight personnel with a tailored package of subject matter experts and essential MTOE equipment. The following are the AFSB EEM responsibilities:

- Monitor the deployment and arrival of the AFSBn operations cell and BLSTs that are a part of the initial entry force.
- Provide command of deployed subordinate USAMC organizations.
- Provide information to the OPCON command on AFSB (main) and subordinate organization deployment and operational capability status.
- Coordinate unit/life support and force protection requirements for deployed USAMC and ASA(ALT) personnel as directed.
- Provide command of AFSB expeditor team at each port of debarkation and LOGSA teams at each APOE to identify and expedite frustrated or high priority cargo.
- Validate AFSB related contract support requirements with the contracting support brigade (CSB) or other contracting office as directed.
- Plan the call forward of USAMC national provider support modular capabilities to support the operational commander.
- Provide command and support to APS-3 Army Strategic Flotilla hand-off team in establishing an equipment configuration and hand-off area (ECHA), and synchronizing link-up and hand off between the AFSBn(Prepo) and the receiving unit.
- In coordination with the OPCON command, continue to refine planning for near term contingency operations.
- Coordinate ALT support actions with appropriate ASA(ALT) organization.

- Coordinate support required by BLSTs forward with BCTs.
- Coordinate LOGCAP support requirements.

SUPPORT TO JOINT, INTERAGENCY, AND MULTINATIONAL FORCES

1-32. While the AFSB is primarily a US Army Title 10 support unit, it may be called upon to provide support to joint, interagency and multi-national partners for common support functions such as LOGCAP. Normally, initial direction for these joint, interagency and multinational tasks will be coordinated through the TSC or ESC. All AFSB support performed for these non-Army partners will be executed IAW applicable status of forces agreements, inter-Service support agreements and command policies with particular emphasis on ensuring proper funding is in place prior to mission execution. More information on joint, interagency and multinational support can be found in FM 4-94.

LIMITATIONS

1-33. AFSBs and their subordinate organizations have limited internal administrative and logistics support staff (e.g. S-1/S-4) capabilities. Most of this administrative and staff support is provided through reach-back to ASC general staff directorates. Additionally, the AFSB has little or no internal means to provide logistics or other sustainment support when deployed. When operating in field conditions, the AFSB and all of its subordinate elements require field maintenance, food service, class II/IV, class III (bulk and package), water, class V, class VI, and class IX support; field services support; religious support; financial management support; human resources support; legal service support; transportation support; and medical support (to include class VIII). Finally, since AFSBs and their subordinate elements are made up of mostly civilian personnel, they have almost no force protection capabilities and therefore must be incorporated into the supported units' force protection/security plan.

Chapter 2

SUBORDINATE ORGANIZATIONS

INTRODUCTION

2-1. AFSBs provide command and management of a variety of assigned and attached USAMC organizations. Permanent AFSB down trace units include AFSBns, AFSBn(Prepo)s and BLSTs. AFSBns and BLSTs are organizations, scalable in size, composed of military and emergency essential HQDA civilian personnel. AFSBns and BLST establish a single LAP point of contact for the supported commander. These units also assist the AFSB commander and staff to coordinate USAMC national-level provider support and ALT support within their designated support area. A key component to both the AFSBn and the BLST are LCMC logistic assistance representatives (LARs). LARs makes up the bulk of these two permanent AFSB organizations and serves as USAMC's primary technical representatives in the operational area. As stated in the command section, LCMCs retain direct liaison and technical coordination authority over their deployed elements. This liaison and technical direction is normally executed through the appropriate AFSB SCR.

2-2. AFSBs can also be augmented with a variety of USAMC organizations to include provisional battalions, equipment support activities (ESAs), FRAs, combat vehicle evaluation teams (CVETs), component repair teams (CRTs), the theater aviation sustainment maintenance group (TASMG) elements and other teams as directed. An overview discussion of each of these organizations can be found later in this chapter.

LOGISTICS ASSISTANCE REPRESENTATIVES

2-3. LARs provide weapon systems oriented supply and maintenance technical assistance to Army units and are the smallest individual building block capability of the AFSB structure. LARs have substantial experience on the equipment they support and provide answers to maintenance, training, supply parts, and operational readiness questions. LARs are normally assigned to an AFSBn or BLST, but maybe placed DS on an individual basis to a specific unit (e.g. Fires Bde) as required. The information gained in the field by the LARs is shared with the appropriate ASC command structure, the respective LCMC, and the system PEO/PM to efficiently and effectively support equipment and systems throughout the Army. LARs also take an active role in educating and training Soldiers and may perform hands on maintenance to resolve unique readiness situations, or to effect substantial cost savings, subject to approval of the appropriate LCMC. In all cases, the LCMCs maintain technical authority over their assigned LARs in the AFSBn and BLST.

2-4. Each AFSBn and BLST has a basic LAR structure as described later in this chapter and depicted in Figure 2-1 below, but actual deployed LAR support is based on specific mission requirements. LAR relocation and attachment requires LCMC coordination and approval to maximize human resource management. The following text provides a brief overview of LARs within USAMC.

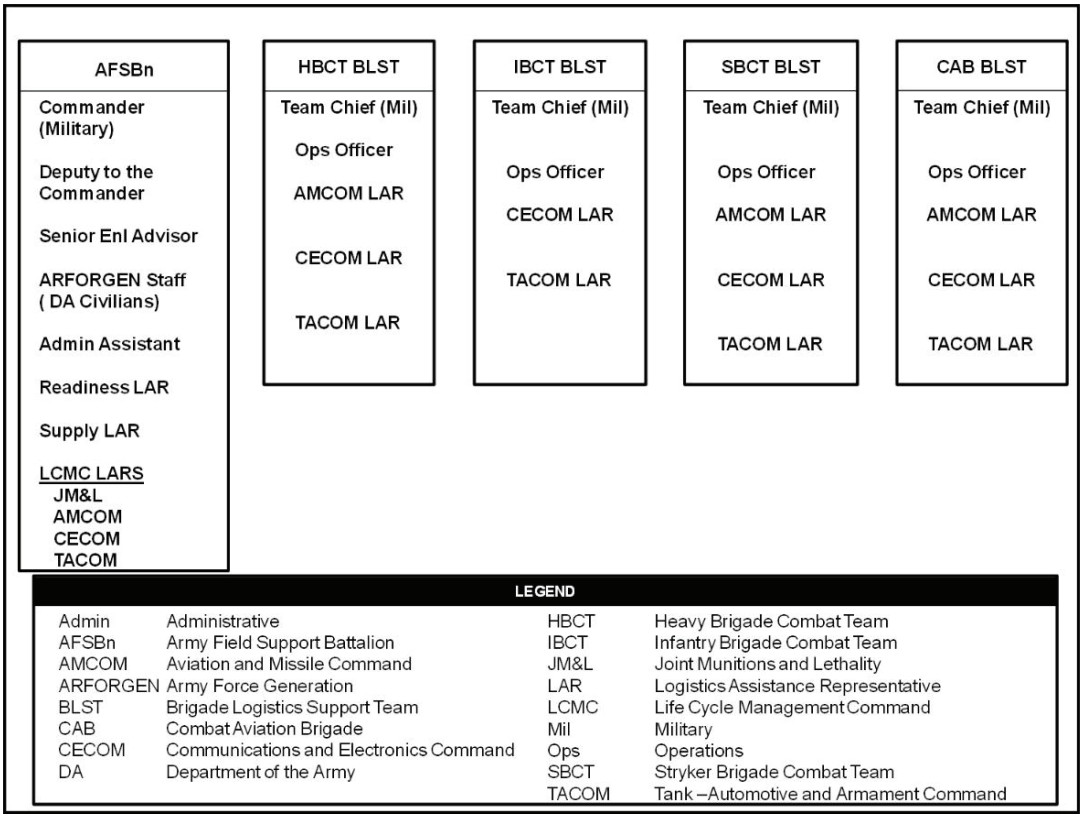

Figure 2-1. Basic Logistic Assistance Representative Structure

ARMY SUSTAINMENT COMMAND READINESS LAR

2-5. The ASC readiness LAR is responsible for monitoring supported unit equipment readiness and provides assistance in analyzing, reporting, effecting improvements, and coordinating the LAP related trends, and issues. The readiness LAR advises the AFSBn commander on equipment readiness issues, trends that may affect national-level provider resources and provides training, as required, to unit level readiness personnel on the Standard Army Management Information System (STAMIS).

ARMY SUSTAINMENT COMMAND SUPPLY LAR

2-6. The ASC supply LAR assists the AFSBn commander to research and find solutions to supported unit supply problems. This ASC LAR works very closely with the supporting unit, LOGSA, and Defense Logistics Agency to ensure timely resolution of supply related matters.

THE JOINT MUNITIONS AND LETHALITY (JM&L) LIFE CYCLE MANAGEMENT COMMAND LAR

2-7. The JM&L LCMC ammunition LAR is the senior ammunition technician to commanders who provide on-site maintenance, assistance for surveillance, distribution, storage, explosive safety, accountability and disposal of ammunition, guided missiles, and ordnance. The LAR is responsible for providing the AFSBn commander with advice and guidance to assist them in attaining and sustaining ammunition readiness. To include analyzing, advising, assisting and training in all areas of ammunition logistics. LARs may also perform hands on maintenance when demonstrating diagnostic or troubleshooting procedures during training sessions with supported units. JM&L LCMC ammunition LARs are not normally found in BLST.

AVIATION AND MISSILE COMMAND (AMCOM) LIFE CYCLE MANAGEMENT COMMAND LAR

2-8. AMCOM LCMC LARs are DA civilians who are technical/logistical experts on individual or multiple mission design series on Army manned and unmanned aviation systems, air defense and land combat missile systems as well as aviation and missile related shop test equipment. AMCOM LCMC LARs assist and provide units with AMCOM related maintenance and safety messages, expedite the release and shipment of high priority parts with AMCOM item managers, and coordinate sustainment-level repairs with the AMCOM system engineers. AMCOM LCMC LARs are normally found in both division DS AFSBns and combat aviation brigade BLSTs.

COMMUNICATIONS AND ELECTRONICS (CECOM) LIFE CYCLE MANAGEMENT COMMAND LAR

2-9. CECOM LCMC LARs are DA civilians, which provide technical/logistical expertise. CECOM LCMC LARs provide technical/logistics skills: power generation/environmental; sensors; STAMIS; avionics; information technology (IT)-radio; long haul transmission; IT-switch; and maintenance fault isolation support. They also expedite the release and shipment of high priority parts/kits/components with CECOM item managers. CECOM LCMC LARs are found in division DS AFSBns and in all types of BLSTs.

TANK-AUTOMOTIVE AND ARMAMENTS COMMAND (TACOM) LIFE CYCLE MANAGEMENT COMMAND LAR

2-10. TACOM LCMC has three primary types of LARs; Automotive, Armament, and Soldier/Biological/Chemical subdivided into 7 LAR skills. The 7 LAR skills are Automotive – Tactical (AUTO-TACT), Automotive – Combat (AUTO-CBT), Automotive – Engineer (AUTO-ENG), Armament – Armor/Fire Control (ARMT-AR/FC), Armament – Artillery/Small Arms (ARMT-ARTY/SA), Armament – Aircraft (ARMT-ACFT), and Soldier/Biological/Chemical (SBC).

ARMY MATERIEL COMMAND BATTALION LEVEL ORGANIZATIONS

2-11. The AFSB's major subordinate units include AFSBns and AFSBn(Prepo)s. These two standing USAMC battalions are deployable TDA units made up of mixture of military, Department of the Army civilian and contracted support personnel. USAMC may also stand up provisional battalions when required by METT-TC factors. These three battalions sized units are described below.

ARMY FIELD SUPPORT BATTALION

2-12. In response to Army transformation, and understanding the need to remain flexible in response to the wide range of operational challenges the Army faces to include major USAMC installation and Army force generation support responsibilities, the ASC has placed its standing AFSBns DS to the ten active Army divisions' HQs and other supported units. In this support arrangement, these AFSBns also provide GS to all other units operating in the division area of operations that do not have a DS BLST.

2-13. The AFSBn's primary contingency mission focus is supporting deployed Army weapon systems, support systems, and other Army systems as required. Specific AFSBn mission responsibilities include, but may not be limited to:

- Command assigned and attached BLSTs.
- Coordinate LAP support.
- Account for and maintain LBE as required and when directed.
- Synchronize Director of Logistics operations in support of senior commander requirements.
- Synchronize and support ALT actions between PM/PEOs and supported units.
- Manage and coordinate USAMC lead materiel provider and other national-level support as required.

The AFSBn is also capable, with the requisite augmentation, of providing sustainment maintenance and back–up field maintenance support to deployed units in performing modification work orders (MWOs) on selected items of equipment, as well as assisting in reset, maintenance and disposition of both LBE and TPE.

2-14. AFSBns are deployable, USAMC TDA organizations that have tailored capabilities to provide support to Army equipment operational readiness through prioritization, integration, and synchronization of USAMCs' national-level provider efforts. They also assist in the coordination and synchronization of ALT actions in their designated mission support area as well as ensuring deployed teams and personnel receive proper support. AFSBns are modular organizations made up of ASC personnel along with numerous JM&L LCMC, AMCOM LCMC, CECOM LCMC and TACOM LCMC LARs.

2-15. Deployed AFSBns may receive additional capability via individuals or teams coordinated by AFSB to meet new and/or surge requirements. AFSBns are capable of split-based operations and may task organize into smaller modules that can deploy forward to effectively control attached BLSTs and provide back-up support. AFSBns provide integrated support by reaching back to the supporting AFSB and/or national-level provider capabilities when required.

2-16. AFSBns deploy with the supported divisions' forward headquarters element except in operations where other AFSB support capabilities are already providing support in the division's area of operations When deployed, AFSBns are attached to the supporting AFSB upon arrival at the aerial port of debarkation (APOD) and rely on the division HQs for logistics support and force protection. In all operations, the AFSB commander retains command over deployed AFSBns. Information on the AFSBn HQs design and position functions can be found in Figure 2-2 and in the subsequent text below.

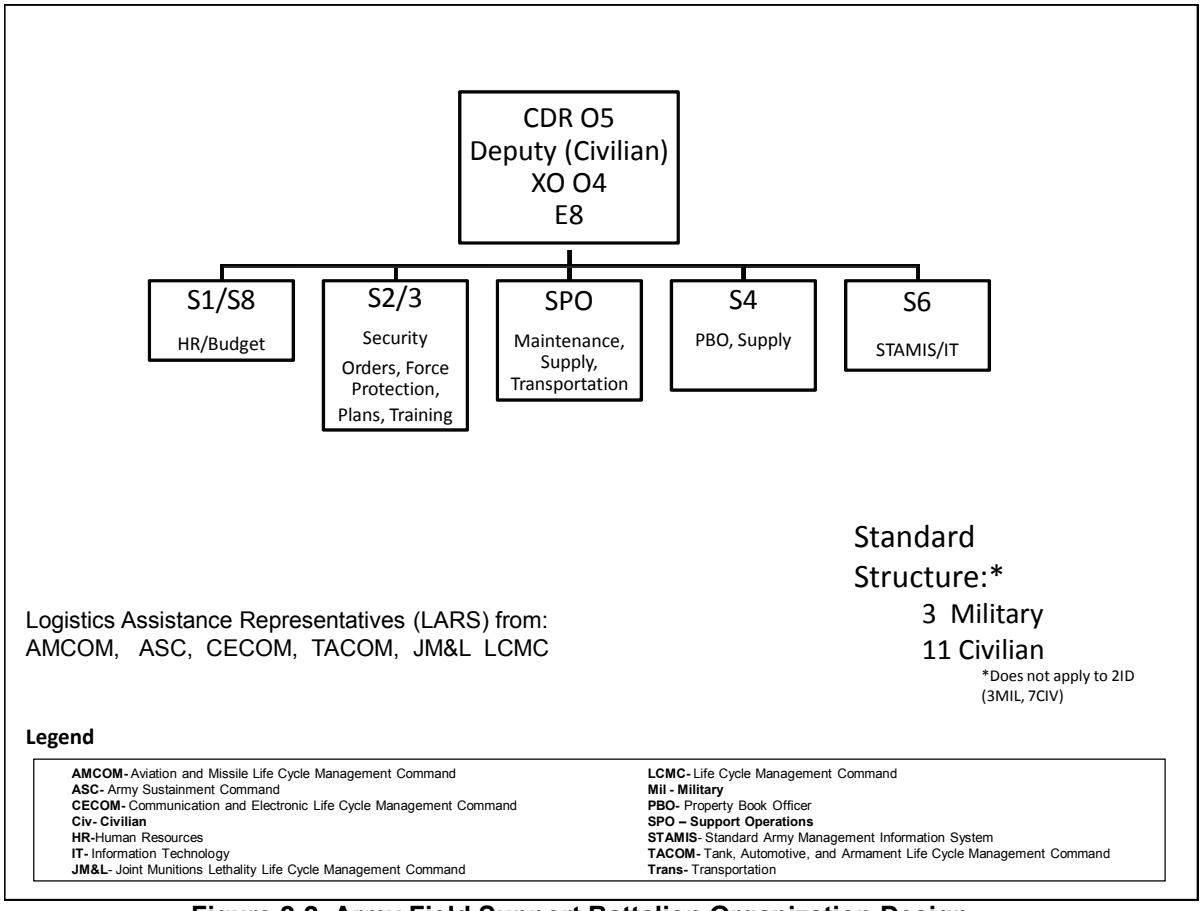

Figure 2-2. Army Field Support Battalion Organization Design

2-17. The AFSBn commander controls, coordinates, and directs subordinate USAMC organizations in accomplishing assigned missions. The commander serves as the main point of contact to supported commanders for USAMC related technical assistance and assists in coordinating/integrating LAR support provided by USAMC LCMCs and USAMC major subordinate commands. The AFSBn commander performs the dual responsibilities of battalion commander at home post and when directed forward. This means the commander still has home station responsibilities while deployed.

2-18. The deputy to the commander, normally a Department of Army civilian (General Schedule-14 TDA), assists the commander in directing and supervising battalion operations focusing on the commander's planning processes by ensuring staff work conforms to the mission and commander's intent.

2-19. The executive officer, an O-4 position, is responsible for integrating and synchronizing the internal battalion operations as well as the AFSBn concept of logistic support plan with the senior mission commander's concept of the operation. The executive officer will assume the commander's duties when absent.

2-20. The AFSBn has a traditional battalion staff S-1 through S-4 as well as S-6. While the AFSBn and its subordinate units are not staffed as fully as a traditional Army battalion, these headquarters sections perform responsibilities common to most Army organizations.

2-21. The AFSBn SPO section is responsible for all matters concerning AFSBn external support operations. It is responsible for overseeing materiel management, sustainment-level maintenance, supply, transportation, and ammunition operations for supported units. It analyzes and presents information gathered from the staff and subordinate organizations in support of the commands' priorities and is responsible for managing the commands' common operating picture. In coordination with the S-3 and supported command, the SPO staff provides input to the supported command's logistic plans as they relate to USAMC national-provider support. The SPO staff also assists the AFSBn S-3 to develop internal AFSBn operation plans (OPLANs) and/or operation orders (OPORDs). It advises the commander on sustainment issues and recommends reach/call-forward actions from the appropriate USAMC major subordinate command and/or LCMC to meet mission needs.

ARMY FIELD SUPPORT BATTALIONS (PREPOSITIONED STOCK)

2-22. AFSBn(Prepo)s are responsible for managing APS assets. AFSBn(Prepo)s responsibilities include accounting for and maintaining unit sets, operational project stock and sustainment stocks in support of their ASCC. These USAMC units have the ability to leverage the considerable industrial base under their control to support equipment fielding's, systems modernization, sustainment level maintenance, and augment field level maintenance operations. AFSBn(Prepo)s leverage a combination of Department of the Army civilians, local national direct hires and contract service providers to perform care of supplies in storage functions. Additionally, these battalions support other missions as needed to support Army forces during RSOI, retrograde and redeployment.

ARMY MATERIEL COMMAND PROVISIONAL BATTALIONS

2-23. When required by METT-TC factors, ASC may request authorization and orders from USAMC HQs to stand up provisional battalions to perform specific missions in support of deployed Army forces. A USAMC provisional battalion support mission could include both common type mission or a major specialized mission focus such as TPE (may include RPAT mission) operations. These provisional battalions do not have a fixed force structure, but will be configured for designated missions as required and may be modified over time as the mission expands, decreases or changed. USAMC provisional battalions will almost always leverage considerable contractor support to accomplish their assigned missions. When formed, these units will be placed under AFSB command.

BRIGADE LOGISTICS SUPPORT TEAMS

2-24. The BLST is a USAMC deployable TDA organization made up of both military and DA civilian members that normally operates in DS of a designated brigade or brigade level unit and provides limited GS to other units normally on an area basis as directed. Deployed BLSTs may receive additional capability via individuals or teams (e.g., sustainment maintenance contractors) as coordinated by the supporting

AFSB and based on METT-TC factors. When augmented with contractors, the BLST can perform limited and short-term split-based operations during the BLST displacement in support of the BCT. The BLST's mission areas and capabilities include, but are not limited to:

- Providing LAR technical expertise from the appropriate USAMC organization to include ASC and AMCOM, CECOM, and TACOM LCMCs.
- Assisting in coordinating ALT assistance called forward to support the BCT.
- Assisting in the coordination, synchronization, and de-confliction of systems support contract and related USAMC LAP support actions.
- Providing technical support reach-back capability from the BCT to the appropriate USAMC command.
- Assisting the AFSB contractor personnel coordination cell in the accounting of, and deployment assistance to, CAAF personnel.
- Assisting with ARMT planning and synchronizing with respect to planning and executing equipment reset.
- Planning and synchronizing LBE induction, re-issue and materiel readiness as required and when directed.

2-25. It is important to note some TACOM and CECOM LCMC LAR functional areas are not covered by basic BLST designs. For example, BLSTs do not have TACOM SBC equipment specialists. SBC support to the BCTs and aviation brigades must be provided by an AFSBn. The same holds true for CECOM LCMC STAMIS power and environmental support and JM&L LCMC/JMC Ammunition LARs.

2-26. Standing BLSTs can be found with each active duty BCT, CAB, and ARSOF, to include Special Forces Groups, the Ranger Regiment, and the Special Operations Aviation Regiment. The standing structure for ARSOF is less than AC BCTs and CABs and may require augmentation in contingency operations IAW METT-TC factors. ARSOF generally conduct multiple split based and dispersed operations as opposed to BCTs that deploy as whole brigades and conduct centralized operations. The ASC also can establish temporary tactical level BLSTs when necessary as well as echelons above corps BLSTs for reserve component BCTs, special operations force units, theater aviation brigades, theater signal brigades and theater air defense artillery organizations IAW METT-TC factors and command guidance. BLSTs vary in size from 2-12 personnel and their specific personnel composition depends on equipment and technology densities being supported. In all operations, deployed Army units will at a minimum be provided area support by the supporting AFSB.

2-27. The BLST team chief, a major (O-4) acts as USAMCs' advisor to the BCT commander and is responsible to coordinate all USAMC and related ALT support with the BCT/CAB/ARSOF command and staff. The BLST chief coordinates day-to-day activities through the BCT's brigade support battalion support operations section. When deployed, BLSTs are normally attached to an AFSBn and receive logistics, facility and security support from their supported brigade. BLSTs normally deploy with their DS brigade.

KEY ARMY MATERIEL COMMAND SUPPORT ORGANIZATIONS

2-28. The following paragraphs provide an overview of the numerous national-level provider organizations that may be deployed to augment a deployed AFSB. These organizations, with the exception of the TASMG and CRTs, are ad hoc organizations formed from existing USAMC TDA capabilities based on METT-TC factors. The actual size and composition (mixture of Soldiers, DA civilians and contractors) of these USAMC organizations varies from mission to mission.

EQUIPMENT SUPPORT ACTIVITY

2-29. The ESA is an ad hoc organization normally formed from depot and arsenal capabilities and called forward on a METT-TC basis to a designated operational area. The ESA provides limited sustainment maintenance and back-up field maintenance as needed. ESA sustainment maintenance mission is focused on the repair, overhaul, and/or modification of Army weapons systems (inclusive of specific components) as well as other support equipment. ESAs carry out these tasks via subordinate deployed FRAs, CVETs, and/or CRTs. The ESA's primary mission is to perform production control scheduling of maintenance shop operations to:

- Ensure shops are adequately work loaded.
- Ensure work ordered jobs are completed in a timely manner.
- Return repaired equipment to operational standards status.
- The ESA may also use their subordinate organizations to assist the sustainment brigades to perform surge/back-up field maintenance.

2-30. ESAs are attached to the AFSB or designated AFSBn upon arrival at the aerial port of debarkation/sea port of debarkation (APOD/SPOD). The ESA relies on the supported unit for logistics and force protection support. In all cases, command of the deployed ESAs remains the responsibility of the AFSB.

FORWARD REPAIR ACTIVITY

2-31. FRAs may be called forward from selected LCMC organizations on a METT-TC basis. The call-forward requirement is usually based on input from the TSC/ESC, an AFSBn, the BLST, and/or CVET(s). There is no standard FRA design. A FRA is a task organized TDA activity designed to accomplish repairs on specific types of equipment and/or components.

2-32. FRAs conduct repairs of critically important equipment or specific equipment components as required. This team is a combat multiplier that may be used to augment the AFSBn and/or BLST and sustainment brigade's capabilities based on the operational commander's priorities and the need to surge maintenance capability to quickly generate combat power. In some operations, FRAs can help prepare tactical units for future missions or assist in the reconstitution of tactical units after major combat engagements. The FRA may also be referred to as a regional support center.

2-33. FRAs are attached to the AFSB or designated AFSBn upon arrival at the APOD/SPOD and are work loaded by a designated ESA or directly by the AFSBn. The FRA relies on the supported unit for logistics and force protection support. In all cases, command of the deployed FRAs remains the responsibility of the designated AFSB.

COMBAT VEHICLE EVACUATION TEAM

2-34. CVETs are formed and called forward to the operational area on a METT-TC basis. The CVETs' major mission is to evaluate combat vehicles after major combat action or extended use in a sustained military operation. Like most other AFSB support organizations, CVETs are task organized TDA teams specifically tailored to the type of unit they are to support. CVETs evaluate combat equipment faults and damage and make recommendations as to vehicle disposition based on the available logistics support (mechanics and repair parts), commander priorities, and the overall tactical situation. They prioritize repairs to return the maximum number of vehicles to an operational condition in the minimum amount of time. Recommendations can range from:

- Application of short-term repairs that will provide limited capabilities.
- Parts/component substitution to return the maximum number of vehicles to an operational condition.
- Retrograde of equipment for repair.
- Not economically repairable.

2-35. CVETs are normally attached to an AFSBn upon arrival at the APOD/SPOD and are work loaded by a designated ESA or directly by the AFSBn. The CVET relies on the supported unit for logistics and force protection support. In all cases, command of the deployed CVETs remains the responsibility of the designated AFSB.

COMPONENT REPAIR TEAM

2-36. CRTs are military reserve units formed from component repair companies. CRTs are normally mobilized at the platoon or company level and are called forward to the operational area on a METT-TC basis. Specific component repair capabilities are requested by the AFSB through the Army command

channels on an as needed basis in coordination with the deployed AFSBns and/or BLSTs. CRTs can deploy to the operational area to provide both surge and deployed component repair during reset operations.

2-37. The primary CRT mission is to repair weapon systems components for return to the supply system. In some cases, CRTs may be directed to repair and return components directly to a designated unit and provide assistance in field maintenance operations. A CRT takes items, designated by the CVET as uneconomical to repair, and repairs, reconditions, and certifies components from vehicles and returns them to the supply system as operational equipment.

2-38. Like other AFSB support organizations, CRTs are attached to the AFSB or designated AFSBn upon arrival at the APOD/SPOD and are work loaded by the designated ESA. The CRT relies on the supported unit for logistics and force protection. However, unlike most other AFSB support organizations, CRTs may deploy with limited life support assets organic to the component repair company MTOE. In all cases, the CRTs remain under AFSB command.

THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP

2-39. The TASMG is a task organized, modular, deployable military organization formed on a METT-TC basis from the Aviation Depot Maintenance Round-out Unit (ADMRU). The ADMRU is a US Army National Guard (ARNG) MTOE unit capable of providing depot level aviation maintenance (level 2, sustainment) support to include repair of airframe, power train (engine, transmission, and gearbox), armament, communications, and avionics/navigation equipment. The TASMG may also be augmented by AMCOM maintenance engineering personnel, and/or contractors. These augmentation personnel provide on-site technical assistance and engineering support for major field modifications, non-standard repairs, or major battle damage repair.

2-40. The TASMG detachments are normally attached directly to the supporting AFSB upon arrival at the APOD/SPOD. The TASMG detachments rely on the supported unit for logistics and force protection support. When deployed, TASMG detachments remain under command of the AFSB although technical authority remains with AMCOM.

OPERATIONAL READINESS ANALYSIS TEAM

2-41. Operational readiness analysis teams are deployed, as necessary, under the staff oversight of the AFSB SPO. These teams collect readiness data for both units and weapons systems. The analysis is used to identify trends and systemic readiness issues, as well as any concerns unique to the operational area. Issues and concerns specific to a weapons system are passed to USAMC LCMCs through the appropriate SCR as well as the appropriate PEO/PM. As this team identifies problems and solutions, the supported commanders are advised as to the impact on the operational situation to include future plans.

AUTOMATION LOGISTICS ASSISTANCE TEAM

2-42. An automation logistics assistance team is made up of CECOM LCMC TDA personnel who provide GS to unit-level SASMOs, technical assistance, system troubleshooting, and software replacements services. They may also assist PEOs, PMs, and CECOM system sustainment managers with the distribution and implement of STAMIS software system change packages (SCP). These teams are formed and deployed on a METT-TC basis.

REDISTRIBUTION PROPERTY ASSISTANCE TEAM

2-43. The redistribution property assistance team (RPAT) is an ad hoc USAMC organization formed when Class VII retrograde requirements exceed supporting sustainment command(s) supply support activity capabilities. The requirement for formation of an RPAT is normally triggered by changes to operational mission requirements that necessitate significant reductions or redistribution of TPE and/or organic unit equipment. RPATs are formed and called forward upon the request of the senior sustainment commander coordinated through the supporting AFSB to the ASC. There is no fixed RPAT size or structure. Actual RPAT composition and skill set mix will be a METT-TC driven mixture of USAMC call forward, HQDA directed individual augmentees, and contractor personnel.

2-44. The RPAT, when formed, is attached to the supporting AFSB and normally co-locates with the senior sustainment command's central, receiving and shipping point. The RPAT relies on the supported unit for logistics and force protection support.

LOGISTIC CIVIL AUGMENTATION PROGRAM TEAM-FORWARD

2-45. The TLF is ad hoc USAMC organization comprised of the LOGCAP DPD, DPD supporting staff and various numbers of LOGCAP support officers (LSOs). The actual size and composition of TLF is METT-TC driven. TLF, in coordination with the designated LOGCAP contract administrative office (often, but not always, the Defense Contract Management Agency), is responsible to ensure LOGCAP support is properly coordinated and executed in an efficient and effective manner. TLF also provides requiring activity support via its deployed LSOs. While there is no official LSO rule of allocation, LSOs will normally have a DS relationship to each higher level command having major LOGCAP related requiring activity responsibilities such as corps, divisions, TSCs, ESC and/or sustainment brigades.

2-46. When deployed, the TLF is attached to the supported AFSB. In this command arrangement, the AFSB commander, through the DPD, is responsible to set TLF priorities of work, place TLF members on the battlefield and re-task organization the TLF as required. The LOGCAP Executive Director provides technical guidance and program management oversight over TLF actions through the deployed DPD. The AFSB is also responsible to provide and/or arrange TLF administrative and logistics support.

SCIENCE AND TECHNOLOGY TEAMS

2-47. RDECOM, a subordinate USAMC organization, deploys individual 51S technology officers, and when necessary field assistance in science technology/science and technology advisor team (FAST/STAT) to synchronize and coordinate Army science and technology support to deployed ARFOR HQs. The 51S and/or deployed FAST/STAT assist the ARFOR commander in identifying near-term technology issues and solutions that may enhance mission capabilities, improve safety, or improve training and operations efficiency. The 51S and/or deployed FAST/STAT coordinate this effort with the supporting AFSB to ensure proper synchronization of science and technology support actions with related AFSB support mission requirements. The AFSB is responsible to provide and/or arrange administrative and logistics support to deployed RDECOM personnel.

OTHER DEPLOYABLE TEAMS

2-48. USAMC, when necessary, can form and deploy additional ad hoc teams beyond those discussed above. Commonly deployed national-provider teams include, but are not limited to: LOGSA support teams; C&RS augmentation teams; operational readiness analysis teams. More details on these national-provider teams can be found in Chapter 3.

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Chapter 3

NATIONAL-LEVEL PROVIDER FUNCTIONS

INTRODUCTION

3-1. USAMC support to deployed Army forces includes, but is not limited to: LAP; LBE; APS; TPE; sustainment maintenance support; LOGSA support; Test, Measurement and Diagnostic Equipment (TMDE) support; Army Oil Analysis Program (AOAP); and various types of back-up materiel focused support. These missions represent the core USAMC generating force regulatory mission set executed by the ASC through its assigned AFSBs. The AFSBs are the critical link between the national sustainment base and the operating force.

LOGISTICS ASSISTANCE PROGRAM SUPPORT

3-2. LAP is a HQDA program carried out under the auspices of the ASC. LAP is oriented to the early detection and resolution of logistics related problems that affect materiel readiness. LAP representatives conduct logistics assessments, in coordination with the supported commands, to determine current status, historical trends, provide corrective and preventative measures for improving unit and command readiness. This includes the identification and correction of systemic problems. LAP also provides support to units/Soldier on installation, before, during and after deployments. Further details on LAP are found in AR 700-4.

LEFT BEHIND EQUIPMENT PROGRAM

3-3. AFSBs assist ASC in the accountability and maintenance of unit LBE as required and when directed by HQDA. LBE is equipment released from accountability and responsibility by deploying active component units that is not required for their contingency mission. ASC assumes accountability and responsibility for the LBE, less Army National Guard equipment, and ensures it is properly accounted for and maintained to support the ARFORGEN process. The AFSB and its AFSBns and BLSTs may be tasked to provide support to the ASC's LBE Division and Property Book Officer as required.

ARMY PREPOSITIONED STOCKS

3-4. The primary purpose of APS is to reduce the initial amount of strategic lift required to support a predominately CONUS based force projection Army, and to sustain the deployed force until sea lines of communication are established. Accordingly, APS are located at several land based locations, as well as aboard ships, to quickly project power to contingency areas. The four categories of APS are:

- Pre-Positioned Unit Sets. Equipment, configured into unit sets to include appropriate authorized stock list, prescribed load list and unit basic load. This category of APS is positioned ashore and afloat at various locations across the globe as directed via the Army's Global Pre-Positioning Strategy requirements. These APS sets are designed to provide simultaneous support to more than one contingency.
- Operational Project Stocks. Operational Project stocks are materiel above normal MTOE, table of distribution and allowances, and common table of allowance authorizations tailored to key strategic capabilities essential to the Army's ability to execute its force projection strategy. Operational project stocks are designed to support one or more Army operations, plans or contingencies.
- Army War Reserve Sustainment Stocks. The Army procures sustainment stocks in peacetime to meet increased wartime requirements. They consist of major and secondary materiel designated to satisfy the Army's wartime sustainment requirements. These Army War Reserve Sustainment Stocks provide minimum essential support to combat operations and post-mobilization training

beyond the capabilities of peacetime stocks, industry, and host nation support. Army War Reserve Sustainment Stocks are pre-positioned in or near a potential operational area and are intended to be used until wartime production and supply lines can be established. These stocks consist of major end items to sustain the operation by replacing combat losses and to replace supplies consumed in the operation.

- War Reserve Stocks for Allies. War Reserve Stocks for Allies (WRSA), a program directed by the Office of the Secretary of Defense ensures US preparedness to assist designated allies in case of war. WRSA assets are pre-positioned in designated forward locations and owned and financed by the United States. They are released to the proper theater Army for transfer to the supported multinational force under provisions in the Foreign Assistance Act and under existing country-to-country memorandums of agreement.

3-5. APS are owned and controlled by HQDA. USAMC is responsible to account, manage and maintain APS (less Class VIII and medical equipment). USAMC is not responsible to coordinate or decide on APS release. APS release requests for all stocks are coordinated through HQDA G-3/5/7. The ASC field support branch coordinates the reception and issue of major end items and limited secondary items from the APS program to the desginated operational area during the theater opening phase of the operation. The AFSB assists in calling forward APS equipment from the strategic base (APOE/SPOE) before releasing the items to gaining units. At the APOD/SPOD or hand-off area, teams from the custodial AFSBn(Prepo) transfers the equipment to the gaining unit with support from the theater opening elements. The AFSBn(Prepo) responsible for APS management also performs MWOs (except Class VIII equipment items MWOs) on all equipment in the operational area as required. Additional information on APS support can be found in FM 3-35.1.

THEATER PROVIDED EQUIPMENT SUPPORT

3-6. During contingencies requiring rotation of units with follow-on replacement units, redeploying units may be ordered to leave certain designated equipment in the operational area for their replacement unit's use. TPE can include, but is not limited to, armored wheeled vehicles, major weapon systems, selected communications and intelligence equipment, individual Soldier body armor, equipment used to counter improvised explosive devices and other items deemed critical for the mission. TPE is transferred directly from units leaving the operational area to deploying units taking their place, usually at the unit's forward station in the operational area. TPE ensures deployed units receive required amounts of equipment critical to their mission and based on operational decisions. This equipment is maintained on the USAMC property books and tracked/reported by the supporting AFSBs. The AFSBs also develop and execute the TPE maintenance plan leveraging subordinate USAMC organizations and acquiring appropriate PEO/PM support as required.

SUSTAINMENT MAINTENANCE SUPPORT

3-7. The USAMC is the Department of Army's sustainment maintenance process owner. USAMC, through the ASC and its subordinate AFSBs, executes its contingency sustainment maintenance mission on installation and during contingencies. In contingencies, the AFSB leverages reach-back capabilities to call forward selected sustainment maintenance capabilities to include ESAs, FRAs, CRTs, and TASMG elements per METT-TC factors. This contingency sustainment maintenance mission is planned and closely coordinated with both the OPCON commander and the ASC. Details on Army maintenance operations can be found in ATTP 4-33.

TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT SUPPORT

3-8. Military area test, measurement and diagnostic equipment support teams are assigned to Forces Command and other selected ASCCs and the ARNG. When these teams deploy to the operational area, they provide C&RS on an area basis and are normally attached to a maintenance company in a sustainment brigade.

3-9. During some operations, the US Army Test, Measurement and Diagnostic Equipment Activity (USATA) a subordinate activity of AMCOM, may attach a TMDE LNO to the AFSB to provide Army metrology expertise and technical assistance. When additional C&RS is identified, the AFSB works with the TMDE LNO to call forward USATA support activities (TSA) as required. When formed, these TSAs provide stable transfer level and limited secondary reference level C&RS on an area basis under AFSB oversight.

ARMY OIL ANALYSIS PROGRAM SUPPORT

3-10. The AFSB assists in planning and the execution of AOAP support in contingency operations. The AFSB, in coordination with the OPCON command and subordinate AFSBns, may call forward a mobile ARNG AOAP teams as required by METT-TC. These military AOAP teams are augmented with contractor personnel as required. The AOAP project management office (PMO) a subordinate command of the USAMC LOGSA provides planning for contingency mobilization and deployment. The AOAP PMO provides USAMC alternative courses of action for AOAP support through fixed-base laboratories, mobile laboratories, or other Service laboratories in the operational area.

LOGISTICS SUPPORT ACTIVITY SUPPORT

3-11. LOGSA can deploy LNOs as well as special support teams on a METT-TC basis to assist the AFSB and deployed forces in LOGSA related mission support. LOGSA LNOs and deployed teams provide supported unit education and assistance on LOGSA products and services. AFSBs and their subordinate organizations are also supported by the Logistics Information Warehouse, which provides a common point of entry to the existing Web capabilities of the Logistics Integrated Database, the Integrated Logistics Analysis Program and other LOGSA tools. LOGSA support is presented in detail at: https://www.logsa.army.mil.

LOGISTICS AUTOMATION SUPPORT

3-12. Support to field-level logistics STAMIS automation maintenance is primarily provided by the unit SASMO. The AFSB has limited STAMIS automation maintenance support capabilities through its assigned and attached sustainment automation LARs. Based on METT-TC, the AFSB can assist in arranging FRA CECOM STAMIS hardware maintenance and or warranty support beyond the capability of the SASMO. The AFSB can also coordinate assistance of the Software Engineering Center (SEC) - Lee Tactical Logistics Systems (TLS) help desk or the appropriate PEO/PM help desk to resolve functionality issues, technical issues and issues with systems operational employment.

OPERATIONAL READINESS ANALYSIS

3-13. When required by METT-TC, operational readiness analysis teams can be deployed under the staff oversight of the AFSB SPO. These teams collect readiness data for both units and weapons systems. The analysis is used to assist deployed Army forces to identify trends and systemic readiness issues, as well as any concerns unique to the operational area. Issues/concerns specific to a weapons system are passed to the appropriate USAMC LCMC through the LARs and to the appropriate PEO/PM through the field service representatives (FSRs). This takes advantage of their reach-back capability to expedite resolution of technical issues identified by the operational readiness analysis team. As this team identifies problems and solutions, the supported commanders are advised as to the impact on the current operational situation and future plans.

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Chapter 4

ACQUISITION LOGISTICS AND TECHNOLOGY

INTRODUCTION

4-1. Coordination and synchronization of ALT actions in the operational area is a shared responsibility between the ASA(ALT) and USAMC. The AFSB provides assistance to the theater Army and/or subordinate Army commands along with supporting ASA(ALT) elements in the planning and synchronization of ALT actions in the operational area. Because of the AFSB's permanent relationships with supported units across the Army, the AFSB often serves as the initial "go to" support element for the purposes of identifying and coordinating initial ALT support requirements. The AFSB is also responsible to assist all ASA(ALT) individual personnel and organizations deploying to the operational area with administrative, logistic, facility, and security support matters. The AFSB responsibility to coordinate and support ALT actions does not include command authority over PEO/PM personnel, authorities to task organize PEO/PM teams, authority to change their mission priorities, or provide technical direction.

PLANNING AND EXECUTION OVERVIEW

4-2. Working with the theater Army G-3 force modernization officer, the ASA(ALT) forward operations activity (when deployed), and the appropriate supported unit staff, the AFSB participates in the coordination and supports all ALT missions executed in the operational area which can include, but are not limited to:

- Materiel fielding actions.
- Army science and technology initiatives and insertions.
- Army test and evaluation teams actions.
- General PEO/PM support.

4-3. The AFSB's ALT section assists in the planning, synchronization and integration of ALT actions within their designated support area. This effort is done in coordination with the theater Army force modernization officer and the ASA(ALT) forward operations activity (when deployed). The ALT chief along with the systems acquisition officer and a technology officer (when deployed by RDECOM) advises the AFSB command group, attached AFSBns/BLSTs, and the OPCON command on acquisition matters. The ALT staff also coordinates initial ALT administrative, logistics, and facilities support for PEO/PM activities. The ALT Section officers ensure the AFSB ALT synchronization and support mission responsibilities are properly captured in the appropriate OPORD/OPLAN or other operational guidance.

RESPONSIBILITIES

4-4. As stated above, planning and coordination of deployed ALT actions is a shared responsibility of four key players: 1) the theater Army force modernization staff; 2) the ASA(ALT) forward operations activity (when deployed); 3) the supporting PEO/PMs; and 4) the supporting AFSB. Specific responsibilities of each of these organizations follow:

- The theater Army force modernization staff, with support from the ASA(ALT) forward operations activity (when deployed) and G-4 staff, responsibilities include:
  - Develop and staff operational needs statements, joint operational needs statements.
  - Develop materiel fielding related action orders and policies.
  - Verify material solutions are being fielded in accordance with current HQDA guidance and specific operational requirements.
  - Synchronize the PEO/PM fielding and sustainment planning and execution efforts in the operational area.

- Integrate science and technology actions with the appropriate PEO/PM.
- Provide operational focused observations and recommendations to the PEOs/PMs as appropriate.
- Coordinate fielding actions schedules and track all fielding actions.
- Provide operational specific information to supporting PEOs/PMs.

- The ASA(ALT) forward operations activity (when deployed) responsibilities include:
  - Integrate science and technology actions with the appropriate PEO/PM.
  - Provide operational focused observations and recommendations to PEOs/PMs as appropriate.
  - Coordinate ALT actions schedules and track all ALT actions.
  - Coordinate ALT actions to include specific support requirements with the supporting AFSB.
  - Prioritize ALT support requests in coordination with the theater Army/ARFOR G-3, the supporting AFSB and requisite PEO/PM.
  - Monitor, track, and support security assistance and foreign military sales actions.
  - Coordinate all ALT leadership visits with the appropriate joint visitor bureau.
  - Verify that all ASA(ALT) and PEO/PM personnel to include CAAF are entered in the appropriate personnel accountability system.
  - Provide direct feedback to the ASA(ALT) military deputy and requisite staff.
- Assist the theater Army/ARFOR force modernization staff to:
  - Develop and staff operational needs statements, joint operational needs statements.
  - Develop materiel fielding or other major ALT related action orders and policies.
  - Verify material solutions are being fielded in accordance with current HQDA guidance and specific operational requirements.
- Key PEO/PM responsibilities include:
  - Develop concept of material fielding plan or technology deployment plan, as appropriate, and a support plan.
  - Assess operational requirements and develop support requests IAW mission area guidance.
  - Develop and/or assess the adequacy of the sustainment plan.
  - Coordinate all actions with the theater Army acquisition planner or ASA(ALT) forward operations activity (when deployed).
  - Develop and coordinate specific support requirements with the supporting AFSB ALT staff, IAW ASA(ALT) staff/agency guidance, AR 700-142, governing memoranda of agreement, and local command ALT related procedures.
  - Keep both the deployed ALT staff/agency and AFSB informed of any changes to action plan, personnel movements, and support requirements.
  - Conduct mission area pre-deployment site survey as required.
  - Provide funding for facilities and other support as required.
  - Establish priorities for their teams (based on HQDA and operational commander guidance) and direct all PEO/PM actions in the operational area.
  - Deploy PEO/PM country lead or government representative necessary to coordinate and direct fielding/ sustainment operations.
- Key AFSB ALT functions include:
  - Include ALT matters into all AFSB support planning.
  - Identify capability gaps and requirements from analysis and data provided by AFSBns, BLSTs, LARs and S&T teams.
  - ICW the theater Army force modernization officer and/or ASA(ALT) forward operations activity (when deployed), coordinate all ALT support actions with appropriate supported units.
  - Forward all requests for PEO/PM and other ALT related support to the theater Army force modernization officer and/or ASA(ALT) forward operations activity (when deployed).

  - Assist the theater Army force modernization officer and/or ASA(ALT) forward operations activity (when deployed) and the appropriate PEO/PM to plan, synchronize, coordinate all in-theater ALT activities.
  - Monitor ongoing ALT activities; plan and execute follow-on support as required to ensure follow-on sustainment support capabilities are in place.
  - Serve as the entry point for ALT activities for initial coordination with gaining units.
  - Assist in the coordination and synchronization of system support contract actions.
- Assist the theater Army force modernization officer staff and/or ASA(ALT) forward operations activity (when deployed) and the appropriate PEO/PM in the following deployment and operational support matters:
  - Reception, staging, on-ward movement and integration.
  - Accountability of personnel: military, government and CAAF.
  - Property accountability.
  - Facility support.
  - Transportation support.
  - Movement control.
  - Base life support.
  - Obtaining contract support.
  - Force protection/security.
- Assist in ensuring PM/supported command coordination and synchronization of disposition instructions on displaced equipment.

EQUIPMENT FIELDING

4-5. When a PM or PEO (less Class VIII) field equipment in the operational area, they are responsible to provide a materiel fielding team (MFT) or arrange for central staging site personnel to hand off the system to the gaining unit per the materiel fielding plan and materiel fielding agreement. These documents will clearly identify any MFT support requirements and will describe the scope of the assistance required by the gaining command. The PEO or PM is responsible to ensure the MFT plan is coordinated with the supporting AFSB. The supporting AFSB is responsible to ensure the MFT plan is coordinated with the gaining unit. The complexity of the system determines the MFT composition and the logistics support impact on the gaining command. The MFT must ensure the new items are included in the property book unit supply enhanced (PBUSE) system in order to maintain property accountability IAW AR 700-142 and DA PAM 700-142.

RAPID FIELDING INITIATIVES

4-6. In some operations, rapid fielding initiatives (RFI) actions of both commercial off-the-shelf (COTS) and rapidly modified military specification equipment may be used to meet immediate operational shortfalls for deploying units. The AFSB must be aware of all RFIs within their designated support area in order to plan for any follow-on sustainment requirements and to ensure the RFI actions are properly coordinated and supported. The AFSB must also ensure RFI items are included in the PBUSE system in order to maintain property accountability.

4-7. COTS equipment may be quickly fielded to get important new technology to deployed forces. COTS items run from the very sophisticated to very simple equipment solutions. Some COTS may not go through any formal materiel development process when the intent is to jump-start this process by evaluating what is already available commercially or in the production pipeline. COTS items may be fielded from several sources in response to an approved operational needs statement including PEOs/PMs, the ready expeditionary force, USAMC, DA G3, USAMMA, direct unit purchases, the Army Logistics Transformation Agency, and the Department of Defense Business Transformation Agency in response to an emergent request.

4-8. Prior to fielding a new piece of COTS equipment, the responsible PEO/PM is responsible to prepare a risk assessment for the operational commander addressing the probability of meeting mission

requirements and the supportability of the COTS equipment. This risk assessment should be provided to the AFSB ALT section. The ALT section can then use this assessment during coordination and synchronization meetings with the supported commanders and staffs. The operational commander is the final authority responsible for approving the release and fielding of the equipment.

4-9. The PEO/PM must closely coordinate any specific non-standard equipment fielding action with the AFSB and the receiving unit to ensure the unit is prepared to accept the fielded item and to maintain this equipment after fielding. This is critically important when the new equipment requires any special support requirements beyond the receiving unit's capabilities. Frequently, non-standard equipment repair parts and special tools are not available through normal supply channels or from local vendors. Additionally, maintenance and calibration teams may not be equipped or trained to repair the non-standard equipment. The AFSB will serve as the conduit to establish sustainment support for non-standard items that do not go through the normal materiel development process. Once fielded, non-standard equipment may be:

- Retained by the unit and utilized in the operational area only, with an operational-specific logistics support plan (this will likely require continued support by the AFSB and PEO/PM).
- Demilitarized and disposed of when unserviceable and/or no longer required through the Defense Reutilization and Marketing Office.

NEW EQUIPMENT TRAINING

4-10. New equipment training (NET) is done in conjunction with all materiel fielding actions and is the responsibility of the appropriate PEO/PM. The purpose of NET is to transfer both operation and maintenance training from the materiel developer to the users, trainers, and maintainers of new Army equipment. The AFSB assists PEO/PM in coordinating and synchronizing NET scheduling and facilities requirements with the gaining units. In some cases, the AFSB may have personnel take part in the maintenance training. The PEO/PM NET teams coordinate with the AFSB to arrange NET support.

SOFTWARE SUPPORT

4-11. The AFSB, through its subordinate AFSBns and BLSTs, will assist units by coordinating software support to new or partially fielded systems as well as systems currently deployed to units. This AFSB support addresses, but is not necessarily limited to: existing software problems, software security issues, and the installation and training of new software releases and products. The AFSB will coordinate through the CECOM SCR to ensure readily available support for software to help units meet their mission requirements. In some cases, this support will involve using deployable software support personnel (for example, field software engineers). The CECOM SCR and communications, computers, intelligence, surveillance, and reconnaissance managers are responsible to ensure this software support effort is properly coordinated and supported by the appropriate PEO/PM.

TEST AND EVALUATION

4-12. ATEC is responsible for determining feasibility, operability and capability of Army equipment and providing their findings to the operational commander, USAMC and the PEO/PM community. When directed by HQDA, ATEC Test and Evaluation (T&E) teams may extend their services to other Services, multinational forces, federal agencies, state and local governments, foreign and allied governments, and private industry.

4-13. ATEC provides contingency support through two separate, modular, deployable TDA teams: a forward operational assessment (FOA) team and a T&E team. The ATEC FOA team works with the supported theater Army and subordinate Army force commands to gather and integrate forward assessment information, operational and developmental testing data, evaluation summaries, and experimentation results of selected systems. This provides essential information to Army leadership and acquisition decision makers and expands the Army's knowledge of capabilities and limitations.

4-14. ATEC T&E teams evaluate specific issues/failures on weapons systems and provide that data to the PEO/PM and the original equipment manufacturer so the identified problem can be resolved. Additionally,

these teams will assist in evaluating the equipment/products delivered. The AFSB, when requested, will assist deployed ATEC T&E teams to synchronize their work with the supported unit and ensure these teams receive proper administrative and logistic support. In some operations, an ATEC LNO or FOA team may co-locate with the AFSB technology officer to better integrate development testing, operational testing, independent evaluations, and assessments.

PROGRAM EXECUTIVE OFFICE AND PROJECT/PRODUCT MANAGER SUPPORT

4-15. ASA(ALT) PEOs/PMs serve as the total life cycle managers for their systems to include material development, delivery and sustainment of their fielded systems. Individual PEOs/PMs are responsible for programmatic and various other aspects of planning and budgeting required to steward assigned programs through the acquisition milestones. While the AFSB is a critical element in coordinating and supporting PEO/PM contingency support actions, establishing and maintaining system support priorities and providing technical direction always remains with the appropriate PEO/PM IAW HQDA and supported command guidance.

4-16. Individual PEOs and their associated PMs are responsible for technical and functional integration across their assigned programs and support the AFSB reach-back capability to provide on-site support through organic assets or contractors for their respective materiel systems. In many situations, PEOs/PMs utilize deployable system support contractors, often referred to as FSRs, to provide technical, and in some cases actual maintenance support (e.g. the mine resistant ambushed protected vehicle is primarily contractor supported) to selected weapon and other major military systems. The PEO/PM is responsible to ensure system contract oversight assistance is in place to include qualified contracting officer representatives (CORs) in the supported operational area. In some operational situations, there may be a senior representative from the PEO/PM. These senior representatives provide the PEO/PM a more robust, on-site planning and coordination capability to meet the often dynamic demands of materiel fielding actions and are responsible for the readiness of their systems to include resolution of systemic problems.

4-17. The AFSB, through its subordinate AFSBn and BLST organizations, will assist the PEO/PMs and the supported organization in synchronizing FSR or other system contract support related actions. Special emphasis is given to ensure proper delineation between PEO/PM support and USAMC national-level provider support responsibilities. Additional discussion on the AFSB role in planning and integrating contract support can be found in Chapter 5.

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Chapter 5

CONTRACT SUPPORT COORDINATION AND CONTRACTOR MANAGEMENT

INTRODUCTION

5-1. Operational contract support is a vitally important source of support in all Army operations and especially in AFSB support missions. It is an operational reality that most AFSB missions are either performed exclusively by contracted means or are augmented by contracted support. The AFSB does not have contracting authority, however, it plays a major role in planning, integrating, assisting in the execution and synchronization of systems support related contracts, and providing oversight to USAMC national-provider mission related contracts. The AFSB is also responsible to assist deploying ASA(ALT) organizations in obtaining, coordinating and integrating contracted support as necessary.

PLANNING AND EXECUTION

5-2. The AFSB, in coordination with other ASC staff, AFSB subordinate elements, appropriate LCMCs, ALT elements, and the OPCON command is responsible to plan for mission specific contract support requirements. All AFSB operational contract support planning must comply with the appropriate theater Army level contract support integration plan and associated contractor management plan and include specific measures to have sufficient contract oversight capabilities in place during plan execution.

REQUIREMENTS DEVELOPMENT

5-3. Since much of the AFSB's support mission is executed via contract support means, the AFSB will almost always have significant requirement activity responsibilities. As stated above, the supporting AFSB works with the supported unit, the ASC and appropriate LCMC to develop specific contract support requirements. AFSB contracted support is normally arranged through three primary means: 1) a theater support contract awarded by the deployed CSB or joint theater support contracting command; 2) an existing or new LOGCAP task order; and 3) separate reach-back external support contracts arranged with the appropriate USAMC acquisition center. If the AFSB is the requiring activity (i.e. the unit requesting the support), the AFSB staff is responsible to develop and staff an acquisition ready contract support requirements packet for the requested support. For LOGCAP support, the AFSB will normally not be the requiring activity. The AFSB will, however, support requiring activities to develop LOGCAP related requirements packages through TLF's deployed LSO capability. The AFSB staff may also support deployed PM/PEO elements in obtaining contracted support to include assistance in developing requirements packages as necessary.

CONTRACT OVERSIGHT

5-4. As a requiring activity, the AFSB is responsible to nominate CORs for all their supporting service contracts and provide receiving officials for all their supporting commodity contracts. All USAMC CORs must be trained on basic COR processes and have the requisite expertise in the service they will oversee. The AFSB commander is responsible to ensure COR training and expertise requirements meet current HQDA and/or local command policies. COR duties can be very demanding and in some cases can exceed the AFSB's and subordinate organization's capabilities. These COR challenges should be addressed early on in the contract support planning process and elevated as necessary to the ASC for resolution.

SYNCHRONIZING SYSTEMS SUPPORT CONTRACTS

5-5. As discussed in Chapter 4, PEOs/PMs utilize deployable FSRs and/or separate contract teams to provide support to selected weapon and other major military systems. The supported unit, not the AFSB, is responsible to provide direct system contract oversight assistance through the nomination of qualified CORs when required by the contracting officer. The AFSB will assist the PEO/PMs and the supported organization in synchronizing FSR or other system contract support related actions, with special emphasis on ensuring proper delineation between PEO/PM support and USAMC national-level provider support responsibilities.

SUPPORT OPERATIONS ROLE

5-6. The AFSB's SPO is responsible to plan and coordinate CAAF accountability and tracking actions for the AFSB. In some major operations, the SPO staff may be augmented with a contractor personnel coordination team to assist this function. Specific AFSB CAAF oversight responsibilities include:

- Providing the AFSB commander information regarding USAMC CAAF accountability and location.
- Operating CAAF reception activities at the APOD/SPOD to receive, process, and account for USAMC CAAF arriving in and departing from the operational area.
- Providing installation oversight and technical support of CAAF personnel scanning hardware and software functionality.
- Coordinating USAMC and PEO/PM CAAF life support and movement.
- Ensuring USAMC, PEO/PM CAAF are up to date on current command guidance such as general orders, local security procedures, movement control restrictions, and other related command guidance.
- Maintaining visibility of USAMC support contracts and their associated contract companies, supported organizations and all associated CORs.
- Reconciling USAMC CAAF reporting discrepancies.
- Assisting other non-USAMC organizations with CAAF accountability automation issues as directed.
- Providing USAMC CAAF accountability information as required IAW HQDA and appropriate operational specific guidance.
- Providing deployment assistance for all USAMC CAAF and other CAAF as directed.

5-7. AFSB logistic support branch personnel work with appropriate PM/PEO and designated unit COR to ensure PEO/PM associated CAAF are properly captured in the Synchronized Pre-deployment Operational Tracker or its successor system IAW current policies. The logistic branch utilizes the Synchronized Pre-deployment Operational Tracker and Joint Asset Movement Management System to accomplish their CAAF accountability and tracking mission.

HABITUALLY RELATED CONTRACTOR PERSONNEL

5-8. There are many CAAF who have a habitual support relationship with a specific Army unit. AFSB units, primarily AFSBns, and BLSTs, work closely with these supported units to ensure embedded CAAF are properly prepared for deployment and are incorporated into deployment planning. The AFSB also works with the appropriate PEO/PM, and supporting contracting officer and designated COR, to identify and resolve any issues related to this process. Specific AFSB responsibilities in this area include:

- Assist the supported unit and appropriate contracting officer to ensure embedded CAAF meet mission specific theater entrance requirements.
- Assist the supported unit and appropriate PEO/PM to arrange deployment mechanism for embedded CAAF and their equipment.
- Verify support arrangements are in place in the operational area for deployed CAAF.
- Monitor and control CAAF movement in the operational area to ensure compliance with the procedures set forth by local command directives.

- Additional doctrinal information on operational contract support planning and contractor management can be found in JP 4-10, AR 715-9, ATTP 4-10 and FM 4-92. Links to current Army policy, doctrine, training and other operational contract support related references can be found at: https://www.us.army.mil/suite/page/659589.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADMRU	Aviation depot maintenance round-out unit inition
AFSB	Army field support brigade
AFSBn	Army field support battalion
ALT-IO	Acquisition, Logistics and Technology – Integration Office
AMCOM	Aviation and Missile Command
AOAP	Army Oil Analysis Program
APOD	Aerial port of embarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARFOR	Army forces
ARFORGEN	
ARMT	Army force generation Armament
ARNG	Army National Guard
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASC	Army Sustainment Command
ALT	Acquisition, logistics and technology
ATEC	Army Test and Evaluation Command
ATTP	Army tactics, techniques and procedures
BCT	Brigade combat team
BLST	Brigade logistics support team
C&RS	Calibration and repair support
CAAF	Contractors authorized to accompany the force
CAB	Combat aviation brigade
CECOM	Communications and electronics command
CONUS	Continental United States
COR	Contracting officer representative
COTS	Commercial off-the-shelf
CRT	Component repair team
CSB	Contracting support brigade
CVET	Combat vehicle evaluation team
DA	Department of the Army
DMC	distribution management center
DOL	directorate of logistics
DPD	deputy director
DS	direct support
ECHA	equipment configuration and hand-off area
EEM	early entry module
ESA	equipment support activity
ESC	expeditionary sustainment command
FAST	field assistance in science technology
FM	field manual
FOA	forward operational assessment
FRA	forward repair activity

FSR	field service representative
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
GS	general support or general schedule (when referring to civilian employee)
HQ	headquarters
HQDA	Headquarters, Department of the Army
IAW	in accordance with
JM&L	joint munitions and lethality
JP	joint publication
LAP	Logistics Assistance Program
LAR	logistics assistance representative
LBE	left-behind equipment
LCMC	life cycle management command
LNO	liaison officer
LOGCAP	Logistics Civil Augmentation Program
LOGSA	logistics support activity
LSE	Logistics support elements
LSO	Logistics support officer
LST	Logistics support team
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MFT	materiel fielding team
MTOE	modified table of organization and equipment
MWO	modification work order
NET	new equipment training
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
PBUSE	property book unit supply enhanced
PEO	program executive office
PM	project/product manager
PMO	project management office
PREPO	prepositioned stock
RDECOM	Research, Development and Engineering Command
RFI	rapid fielding initiative
RPAT	redistribution property assistance team
S-1	personnel and administrative officer
S-4	logistics staff officer
SASMO	sustainment automation support management office
SBC	Soldier, biological and chemical
SCP	software system change packages
SCR	senior command representative
SEC	software engineer center
SPO	support operations
SPOD	seaport of debarkation
SPOE	seaport of embarkation
STAMIS	standard Army management information system
STAT	Science and Technology Advisor Team

T&E	test and evaluation
TACOM	Tank-Automotive and Armaments Command
TASMG	theater aviation sustainment maintenance group
TDA	Table of Distribution and Allowances (see comment 14 in comments file)
TLF	Team LOGCAP-forward
TMDE	test, measurement and diagnostic equipment
TPE	theater-provided equipment
TSA	testing support activities
TLS	Tactical logistics system
TSC	Theater sustainment command
USAMC	US Army Materiel Command
USAMMA	United States Army Medical Materiel Agency
USATA	US Army Test, Measurement and Diagnostic Equipment (TMDE) Activity
WRSA	war reserve stocks for allies

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