

FM 3-93

Theater Army Operations

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Theater Army Operations

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Preface

Doctrine provides a military organization with unity of effort and a common philosophy, language, and purpose. This manual discusses the organization and operations of the theater army headquarters, including its role as the Army Service component command (ASCC) to the geographic combatant commander (GCC) and the relationships between the theater army headquarters and the theater enabling commands. The manual also discusses theater army responsibilities for setting the theater, Title 10 functions and responsibilities, generally referred to as the combatant commander's daily operations requirements, as well as the operational employment of the theater army's contingency command post (CCP) to directly mission command limited types of operations.

FM 3-93 serves as a guide for organizing the theater army headquarters and its command posts, for training the staff, and conducting operations as directed by the combatant commander.

FM 3-93 has sixteen chapters and one appendix.

- Chapter 1 discusses the theater army's role as the ASCC and the joint context in which it operates. It discusses the theater army's responsibilities to support the combatant commander's theater campaign plan across the GCC's area of responsibility (AOR), referred to as the theater army's AOR-wide support responsibilities. It also discusses the theater army's role in theater opening, including reception, staging, onward movement, and integration (RSOI) of Army and joint forces provided to the joint force commander (JFC) in joint operations areas (JOA) opened within the AOR, and the theater army's dominant role in sustaining Army and joint forces, as directed, across the AOR. Chapter 1 also discusses the sustainment concept of support and the modification of responsibilities of the Army forces commander (ARFOR) within the JOA. Finally, Chapter 1 discusses the theater enabling commands (intelligence, sustainment, medical, signal, and aviation) and their command or support relationships with theater army and the ARFOR operating in JOAs within the AOR.
- Chapter 2 discusses how the theater army employs its CCP to support joint and combined training exercises and other theater security cooperation activities. It also discusses the direct mission command of limited (scale and scope) military operations within the AOR.
- Chapter 3 discusses the organization and functions of the theater army's main command post.
- Chapter 4 discusses the organization and functions of the theater army's CCP.
- Chapter 5 discusses the organization and functions of the headquarters and headquarters battalion, which provides administrative and sustainment support to the theater army headquarters staff.
- Chapters 6 through 14 discuss the organization and functions of the theater army command group, personal and special staff, and the warfighting functional cells (intelligence, movement and maneuver, fires, protection, sustainment, and mission command).
- Chapter 15 discusses the organization and functions of the theater army CCP, and its capabilities, limitations, and dependencies.
- Chapter 16 discusses the organization and functions of the theater army headquarters and headquarters battalion (HHB), including HHB sustainment support for the CCP when it deploys.
- The appendix explains doctrinal command and support relationships, and lists the Army Title 10 responsibilities. Tables A-1 through A-35 illustrate Army support to other Services and executive agent responsibilities. Although these responsibilities may be changed or amended over time, assignment of Service responsibility is based on the Service's capabilities. Thus, changes in lead Service responsibilities are infrequent.

FM 3-93 applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated. This publication is most applicable to theater army commanders and staff. It also provides relevant information regarding theater army organization and operations for commanders and staffs at subordinate theater level commands and brigades, GCC, and other Service headquarters. The organizational figures and associated staffing levels are derived from the Chief of Staff of the Army approved theater army design, and may vary to some degree from individual theater army modified tables of organization and equipment (MTOEs). The personnel staffing levels are provided for reference only and are not intended to provide a justification for adjusting staffing levels for MTOEs or Tables of Distribution and Allowances (TDAs). The approved theater army design 5.4 does not include augmentation TDAs, which vary significantly from one theater army to another and include both military and civilian personnel.

FM 3-93 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text.

The United States Army Training and Doctrine Command (TRADOC) is the proponent for this publication. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (FM 3-93), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to leav-cadd-web-cadd@conus.army.mil; or submit an electronic DA Form 2028.

Introduction

FM 3-93, *Theater Army Operations*, is based on a revised operational concept developed through the analysis, discussions, and decisions made by senior Army leaders over the course of nearly eight years of Army transformation. Senior Army leaders finalized these decisions under the auspices of Army Campaign Plan Decision Points 129 (Global Command and Control Laydown), and 123 (Division, Corps, and Theater Army Design Refinement) between December 2008 and July 2009. The new Army strategy for global mission command of Army forces relies on the modular corps headquarters to mission command major operations instead of theater armies. Under the revised operational concept, theater armies no longer require large operational command posts to serve as the base organization for the formation of joint task force (JTF), joint force land component commander (JFLCC), or Army Force (ARFOR) headquarters to mission command major operations.

Every geographic combatant commander (GCC) has requirements for an immediately available, deployable command and control capability for smaller-scale contingency operations, including limited intervention, peace, and peacetime military engagement operations. The Chief of Staff of the Army's revised concept provides every theater army with a standard contingency command post (CCP). Chapters 4 and 15 contain a detailed discussion of the CCP's roles, missions, capabilities, limitations, and dependencies.

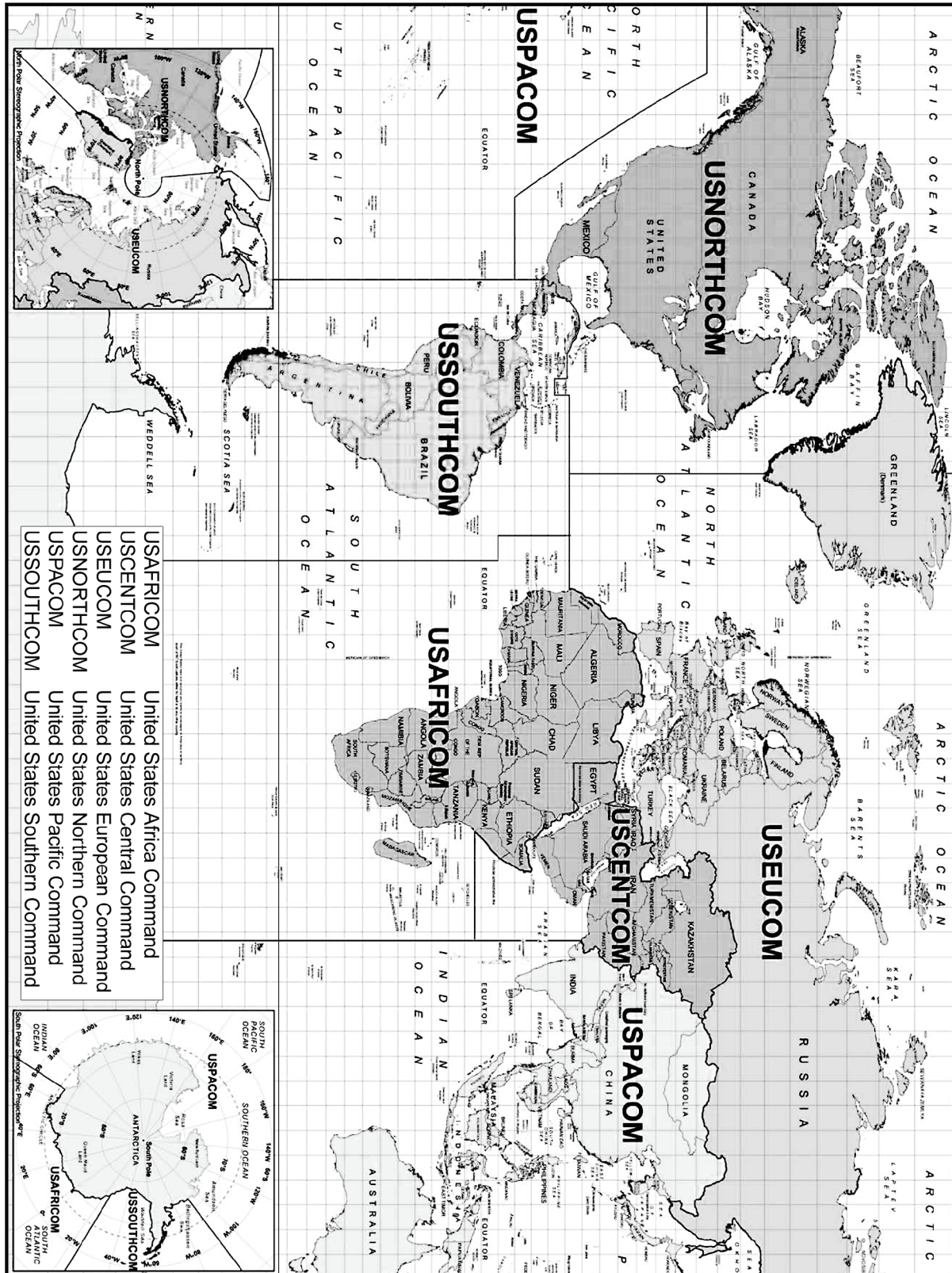
Key decisions: The following key decisions capture the critical elements of the Decision Points 129 decision which have a direct effect on the revised theater army operational concept and organizational design:

- An additional (fourth) active component corps headquarters will be stood up and staffed, providing a sufficient number of corps headquarters to meet current operational demands and provide an additional corps headquarters, available and deployable world-wide, as a hedge against the possible outbreak of major combat operations anywhere in the world. The creation of this additional mission command capability allows the theater army to be relieved of its previous responsibility to transition to a JTF, JFLCC, or ARFOR headquarters providing direct operational mission command over Army or joint forces engaged in full spectrum operations. The Army also retained Eighth U.S. Army as the Army component to U.S. Forces, Korea, which is a subunified command under United States Pacific Command. Eighth Army is a three star operational headquarters equivalent to a U.S. Army corps in terms of operational functions. The retention of Eighth Army addresses an enduring requirement for an ARFOR headquarters on the Korean Peninsula. The retention of Eighth Army is not intended to imply the creation of an additional echelon of command above corps.
- Under the revised operational concept, the theater army main command post has no direct mission command responsibilities for Army forces in an active joint operations area (JOA); however, it does provide some reachback support such as intelligence analysis and long range planning. Theater army enabling commands and functional brigades continue to support operations across the GCC's area of responsibility (AOR). For example, the regionally focused military intelligence brigade will continue to collect against threats within the AOR and provide fused intelligence products to the theater army and other U.S. forces operating within the AOR, as required. Likewise, the theater sustainment command (TSC) remains responsible for providing sustainment (less medical) for all Army forces forward-stationed, transiting, or operating within the AOR, including Army forces assigned to or under the operational control of JTFs operating in JOAs established within the AOR. In addition, the TSC remains responsible for providing Army support to other Services and United States Government agencies, including common-user logistics (CUL) and other specific requirements established under specific operations plans, concept plans, and Army executive agent agreements. These responsibilities are discussed in more detail in the section pertaining to theater enabling commands and functional brigades (Chapter 1).

- The theater army retains responsibility for AOR-wide contingency planning and coordination, including developing and maintaining operation plans, concept plans, updated regionally focused intelligence estimates, and service support plans to the GCC's theater campaign plan. The theater army will conduct collaborative planning with corps, divisions, or other designated Army headquarters assigned to execute specified operation plans and concept plans or to conduct major exercises within the AOR, or those headquarters aligned with the GCC for planning purposes. In particular, the theater army will contribute its considerable regional expertise (including cultural factors and regionally focused intelligence estimates) to the collaborative planning process with corps or division headquarters preparing to conduct operations within the AOR.
- The Army will provide warfighting headquarters from the rotational force pool to meet operational mission command requirements for major operations or major exercises that exceed the limited capabilities of the theater army's CCP.
- Theater armies will have access to all critical theater enabling and functional capabilities, including intelligence, signal, sustainment, medical, aviation, air and missile defense, military police, and engineer. The command and support relationships for these capabilities can differ significantly from one theater army to another, depending on the specific requirements of the AOR.

Theater opening, reception, staging, onward movement and integration: The sustainment concept of support outlines the responsibilities for planning and executing theater opening, reception, staging, onward movement and integration, CUL, and other sustainment-related support to the JOA. The theater army executes these responsibilities through the TSC and its forward-deployed command post, the expeditionary sustainment command. The deployed expeditionary sustainment command provides direct mission command over the Army units actually providing the sustainment services within the JOA. FM 4-0 provides a more detailed explanation of sustainment-related command and support relationships and the division of responsibilities between the theater army, its subordinate TSC, and other Army headquarters operating in JOAs within the GCC's AOR.

Introductory figure on page xii illustrates the unified command plan. Additional information for each GCC can be accessed using the following link: <http://www.defense.gov/specials/unifiedcommand>.



Introductory figure. Unified command plan

Chapter 1

Theater Army

CHAIN OF COMMAND

1-1. Command and support relationships provide the basis for unity of command and unity of effort in operations. Command relationships affect Army force generation, force tailoring, and task organization. Commanders use Army support relationships when task-organizing Army forces. All command and support relationships fall within the framework of joint doctrine. JP 1 discusses joint command relationships and authorities.

JOINT OPERATIONAL RESPONSIBILITIES

1-2. The President and Secretary of Defense exercise authority and control of the armed forces through two distinct branches of the chain of command. One branch runs from the President, through the Secretary of Defense, to the combatant commanders for missions and forces assigned to combatant commands. The other branch runs from the President through the Secretary of Defense to the secretaries of the military departments. The latter branch serves other purposes than providing operational direction to combatant command assigned forces. Each military department operates under the authority, direction, and control of the secretary of that military department. These secretaries exercise authority through their respective Service chiefs over Service forces, including those not assigned to combatant commanders. The Service chiefs, except as otherwise prescribed by law, perform their duties under the authority, direction, and control of the secretaries to whom they are directly responsible.

1-3. The President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff, establishes combatant (unified) commands for the performance of military missions and prescribes the force structure of these commands. The Unified Command Plan establishes combatant commands. Commanders of unified commands may establish subordinate unified commands when so authorized by the Secretary of Defense. The Secretary of Defense, a combatant commander, a subordinate unified commander, or an existing joint task force (JTF) commander may establish JTFs. Combatant commanders are responsible for a geographic area of responsibility (AOR) or a function assigned through the Unified Command Plan (see figure 1-1 on page 1-6).

1-4. The typical operational chain of command extends from the combatant commander to a JTF commander, then to a functional component commander or a Service component commander. In the operational chain of command there are four types of command relationships: combatant command (COCOM) (command authority), operational control, tactical control, and support. Joint force commanders exercise the last three types of relationships as prescribed by law or as the superior commander over the military forces under their command. Unless directed by the President or Secretary of Defense, combatant command authority is reserved for the combatant commander over his assigned forces. JTFs and functional component commands, such as a land component, comprise forces that are normally subordinate to a Service component command but have been placed under the operational control of the JTF, and subsequently to a functional component commander. Conversely, the combatant commander may designate one of the Service component commanders as the JTF commander or as a functional component commander. In some cases, the combatant commander may not establish a JTF, retaining operational control over subordinate functional commands and Service components directly.

1-5. Under joint doctrine, all joint forces include Service components because administrative and logistic support for joint forces is provided through Service components. A Service component command, assigned to a combatant commander, consists of the Service component commander and the Service forces (such as individuals, units, detachments, and organizations, including the support forces) that have been assigned to that combatant commander. Forces assigned to combatant commanders are identified in the Global Force

Management Implementation Guidance signed by the Secretary of Defense. Service components can only be assigned to one combatant commander. However, Service component commanders may support multiple combatant commanders in a noncombatant command, supporting commander relationship. The Service determines the proper headquarters to provide support, and the “Forces for” document is the vehicle for establishing Service component support relationships for responsibilities assigned in the Unified Command Plan. Commanders of forces assigned to the combatant commands are under the authority, direction, and control of (and are responsible to) their combatant commander to carry out assigned operational missions, joint training and exercises, and logistics. However, Army doctrine distinguishes between the Army component of a combatant command and Army components of subordinate joint forces. Under Army doctrine, the theater army is assigned as the Army Service component command (ASCC) to a combatant command. There is only one theater army within a combatant command's area of responsibility, and it serves as the combatant commander's single point of contact reporting directly to the Department of the Army.

SERVICE (MILITARY DEPARTMENT) RESPONSIBILITIES

1-6. The administrative branch of the chain of command runs from the President and Secretary of Defense to the secretaries of the military departments (Department of Defense [DOD] directive 5100.1 explains the functions of the DOD and Headquarters Department of the Army.) Under Title 10 of the United States Code, the Secretary of the Army exercises authority, direction, and control through the Chief of Staff of the Army for forces not assigned to combatant commands. The Secretary of the Army—

- Administers and supports all Army forces, to include those assigned or attached to combatant commands.
- Organizes, trains, equips, and provides forces as directed by the President and Secretary of Defense.

1-7. The Secretary of the Army exercises administrative control through theater army commanders assigned to the combatant commands, unless otherwise specified by the Secretary of Defense. Administrative control normally extends from the Secretary of the Army through the theater army or ASCC, to Army units assigned or attached to the theater army or ASCC, or through an Army force (ARFOR), and then to Army units assigned or attached to an army headquarters within that joint command. Administrative control is not tied to the operational chain of command. The Secretary of the Army may redirect some or all Service responsibilities outside the normal theater army or ASCC channels. In similar fashion, the theater army or ASCC may distribute some administrative responsibilities outside the ARFOR. The primary considerations are the effectiveness of Army forces and the care of Soldiers.

1-8. *Administrative control* is the direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations (JP 1). ARFOR commanders subordinate to joint force commanders within specified joint operations areas (JOAs) receive Army forces and exercise operational control of those forces. The theater army commander answers to the Secretary of the Army for the administration, support, and protection of all Army forces assigned or attached to the combatant command, or transiting through the area of responsibility (AOR). Administrative control includes the organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support.

1-9. Combatant commanders may direct theater army commanders to provide common-user logistics and Army support to other Services (ASOS), agencies, or multinational forces. Combatant commanders consider the following points, described in the remainder of this section, when directing sustainment operations.

1-10. Title 10 of the United States Code specifies that each individual Service retains its responsibility for sustainment. However, shared sustainment responsibility or common-user logistics is more effective,

especially for joint operations. Common-user logistics is material or service support shared with or provided by two or more Services, DOD agencies, or multinational partners to another Service, agency, or multinational partner. Common-user logistics can be restricted by type of supply or service to specific units, times, missions, and geographic locations.

1-11. Title 10 provides the combatant commander authority to assign common-user logistics responsibilities that overlap the military department's Title 10 functions. Furthermore, the directive authority for logistics is the additional authority used by the combatant commander to eliminate the duplication or overlapping of sustainment responsibilities.

1-12. The theater army works in conjunction with the combatant command to identify sustainment requirements, responsibilities, and mission command for sustainment. The theater army commander's principal focus is on operational-level theater support involving force generation and sustainment during campaigns and joint operations. The theater army commander matches sustainment requirements for a campaign to the capabilities of the Army forces. In all joint operations, sustainment is a Service responsibility unless directed by executive agent directives, combatant commander lead Service designations, or inter-Service support agreements. The theater and expeditionary sustainment commands are the theater army's principle executors of the sustainment mission. The theater sustainment command, if augmented, may serve as a command for joint logistics. Additionally, the combatant commander may designate a Service component as either the temporary common-user logistics lead or long-term single integrated theater logistics manager if required. (See FM 4-0 for more information on sustainment.)

1-13. Army commanders in joint organizations use administrative control authority from the theater army commander to Headquarters Department of the Army for Service-specific requirements. This authority forms a hierarchy for Army support to deployed forces without implying a command relationship. For example, theater army commanders may establish centers in the area of operations to train individual replacements, complete collective training, provide theater orientation and theater acclimation, and manage force modernization of Army forces prior to their employment by the joint force commander in the JOA.

ARMY OPERATIONAL HEADQUARTERS IN AN AREA OF RESPONSIBILITY

1-14. The Army contributes organizational elements and capabilities to joint force commanders. Those joint force commanders can conduct joint, interagency, and multinational operations across the spectrum of conflict. The senior Army operational headquarters in a JOA is designated as the ARFOR command, which is further explained below. Army echelons can function at the operational level of war and contribute capabilities to joint, interagency, intergovernmental, and multinational operations. Some of these elements and capabilities are explained in the following paragraphs.

1-15. Theater army headquarters, with their contingency command posts and their associated theater-enabling commands and functional brigades, provide mission command over Army or joint forces for smaller-scale contingency operations.

1-16. Corps (or field army) and division headquarters, task organized with subordinate brigade combat teams, supporting brigades, and other units, provide mission command to Army or joint forces for major, sustained operations.

1-17. The theater sustainment command headquarters is normally assigned to the theater army and is considered theater committed. A support relationship is established between the theater sustainment command and, by extension, the expeditionary sustainment command and the operational ARFOR in the JOA. Sustainment brigades are tailored to the mission, task organized under the expeditionary sustainment command (normally attached), and placed in either general support of the force on an area basis or in direct support of a specific command or group of forces, normally the operational ARFOR in the supported JOA.

1-18. The expeditionary sustainment command or other sustainment management headquarters provide direct operational control to Army sustainment units (except medical) providing sustainment support to Army and joint forces in JOAs opened within the AOR.

1-19. The signal command (theater) provides communications and information systems support to theater, joint, governmental, and multinational forces as required. If augmented with a joint table of allowances, the signal command (theater) can support a combined joint task force within the geographic combatant commander's (GCC) AOR. The signal command and its subordinate units plan, engineer, install, operate, maintain, and protect the Army portion of the theater network and leverage the capabilities of the Global Information Grid to provide services to the ASCC and the supported GCC.

1-20. The medical command (deployment support) (MEDCOM [DS]) is the theater's senior medical force provider in support of the theater army or ASCC. The MEDCOM (DS) maintains coordination with the theater sustainment command through the medical logistics management center forward support team collocated with the distribution management center of the theater sustainment command or expeditionary sustainment command. The medical logistics management center forward support team serves as the strategic to operational link for Class VIII (medical) material and medical equipment maintenance repair.

1-21. Medical brigades exercise operational control of Army medical units task organized under them (normally assigned or attached). Medical brigades normally have a command relationship with the MEDCOM (DS) and a support relationship with the operational force headquarters (division or corps as ARFOR) in the JOA. Under certain conditions, a medical brigade may be attached or placed under operational control of an Army division or corps headquarters (as ARFOR), but this limits the senior medical commander's ability to rapidly task organize and reallocate resources across the AOR (See FM 4-02.12).

1-22. The theater military intelligence brigade (MIB) provides regionally focused collection and analysis in support of theater army daily operations requirements and contingency operations. In particular, the theater army headquarters relies heavily on the MIB for threat characteristics, land order of battle, intelligence estimates, and fused intelligence products to support theater army planning requirements, including maintenance of operation plans and concept plans, and the development of Army supporting plans to the GCC's theater campaign plan.

1-23. Civil affairs planning teams from the theater aligned civil affairs command, civil affairs brigade, or civil affairs battalion augment the GCC, ASCC, and joint force land component staffs, providing liaison and coordination, education and training, and area assessment functions. Civil affairs augmentation elements are normally attached to the headquarters they are dispatched to support.

1-24. The theater aviation brigade or battalion (if assigned) is the force provider for Army aviation capabilities to support the combatant commander's daily operations requirements across the AOR and may provide Army aviation units to the ARFOR operating in a JOA within the AOR. The theater aviation brigade or battalion (when available) may either have a command or support relationship with the theater army.

1-25. The Army Air and Missile Defense Command (AAMDC) (when available) is assigned to the theater army and placed under operational control of the joint forces land component commander (JFLCC) or ARFOR and in direct support of the joint force air component commander (JFACC) for military operations. Other Army air defense artillery units in the AOR are normally assigned, attached, or placed under operational control of the AAMDC.

1-26. The theater engineer command typically serves as the senior engineer headquarters for a theater army, land component headquarters, or potentially a JTF and provides mission command for all assigned or attached engineer brigades and other engineer units and missions for the theater army commander or JFLCC. When directed, it may also provide mission command for engineers from other Services and multinational forces, and oversight of contracted construction engineers. The command provides peacetime training and support of military engagement for its supported combatant commander.

REDEFINING ARMY FORCES RESPONSIBILITIES

1-27. Army Doctrine Publication (ADP) 3-0 defines ARFOR as the Army Service component headquarters for a joint task force or a joint and multinational force. The ADP 3-0 definition is based on the ARFOR having a command relationship with sustainment units, which is no longer the case. The new sustainment concept and the command and support relationships for the ARFOR are further explained below.

1-28. An ARFOR consists of the senior Army headquarters and its commander (when not designated as the joint force commander) and all Army forces the combatant commander assigns or attaches to the joint force commander or makes available to a multinational force commander. The ARFOR, within a JOA, exercises mission command over all its Army maneuver and support forces (military police, engineer, chemical, biological, radiological, nuclear [CBRN], aviation, civil affairs), except for Army forces providing sustainment support (including medical). The ARFOR in a JOA coordinates with the theater army for sustainment support. The Army Service component command may function as an ARFOR headquarters, unless the combatant commander exercises mission command through subordinate joint force commanders. In this case, each subordinate joint force commander may have a subordinate ARFOR. The ASCC would then exercise administrative control of all Army forces across the AOR, and provide ASOS, common-user logistics, executive agent, and sustainment support to all forces and interagency elements within all JOAs opened within the AOR.

1-29. The sustainment concept of support for the modular force removed organic sustainment units (including medical) from the structure of Army divisions and corps. Currently, sustainment units have a support relationship (direct or general support) instead of a command relationship with the ARFOR headquarters and its subordinate Army divisions and corps. In most cases, Army units providing sustainment support within a JOA (except for medical units and organic brigade support battalions or companies) are assigned, attached, or placed under operational control of an expeditionary sustainment command. The expeditionary sustainment command normally has a command relationship with the theater sustainment command assigned to the theater army. (See FM 4-94 and FM 4-0 for a more detailed explanation of sustainment support and command and support relationships between Army maneuver forces and supporting Army sustainment units).

1-30. Army sustainment units (less medical) supporting the force (Army, joint, and multinational forces) are normally task organized under the operational control of an expeditionary sustainment command within the JOA. (See figure 1-1 on page 1-6.) Multifunctional medical battalions normally support divisions and corps in a direct support role, maintaining a command relationship to the medical brigade and MEDCOM (DS). (See figure 1-2 on page 1-7.) In effect, the modular force sustainment concept splits the traditional ARFOR responsibilities between the senior army headquarters in the JOA or assigned to the joint force commander (division or corps) and the theater army. As a result, the theater army retains the responsibility for all tasks associated with the actual provision of administration and sustainment support for Army forces and ASOS, common-user logistics support, and the execution of Army executive agent responsibilities in support of Army, joint, and multinational forces. The senior Army headquarters in the JOA has command authority over all Army maneuver and support forces, except those units task organized under the supporting expeditionary sustainment command and medical brigade. The theater army is responsible for providing sustainment support for all Army forces stationed in, transiting, or operating within the AOR. The theater army is also responsible for providing most ASOS, common-user logistics, and Army executive agent support to joint and multinational forces, and interagency elements within the AOR. The theater army executes the sustainment responsibilities through its assigned theater sustainment command, expeditionary sustainment command, and sustainment brigades that are tailored and provided from the Army force pool. The theater army provides health services through its assigned MEDCOM (DS) and forward deployed medical brigades.

FIELD ARMY

1-31. The field army is designed to perform operational ARFOR tasks, and it is the Army component of the joint force to which it is assigned. A field army, specifically tailored to the mission requirements, may be assigned to a joint force commander with an enduring operational requirement. Typically, a subunified command is established instead of a JTF when the military operation is anticipated to be enduring or protracted. In this case, a field army would be appropriate as the Army component or ARFOR to the subunified command.

1-32. The theater army exercises administrative control over the field army and its subordinate Army forces, and it provides the field army and its joint force commander all Army service functions. This includes Title 10, common-user logistics, ASOS, and Army executive agent responsibilities, and sustainment and medical support for Army and joint forces operating in the JOA or the theater of operations where the field army is assigned. At the direction of the GCC, the theater army may delegate execution authority to the field army for specified Army service functions.

1-33. The situation on the Korean Peninsula is an example of an enduring military operation in which a subunified command (United States Forces, Korea) was established as the joint force commander instead of a JTF. Until the situation in the Republic of Korea is further resolved, the U.S. Army will retain a unique structure on the Korean Peninsula. Eighth U.S. Army will serve as the forward deployed field army headquarters and ARFOR to United States Forces, Korea or its successor joint and combined forces headquarters. Eighth Army will be configured and staffed to provide an operational mission command capability for Army forces engaged in enduring operations. Eighth Army will be under the administrative control of U.S. Army Pacific Command for most Army service functions.

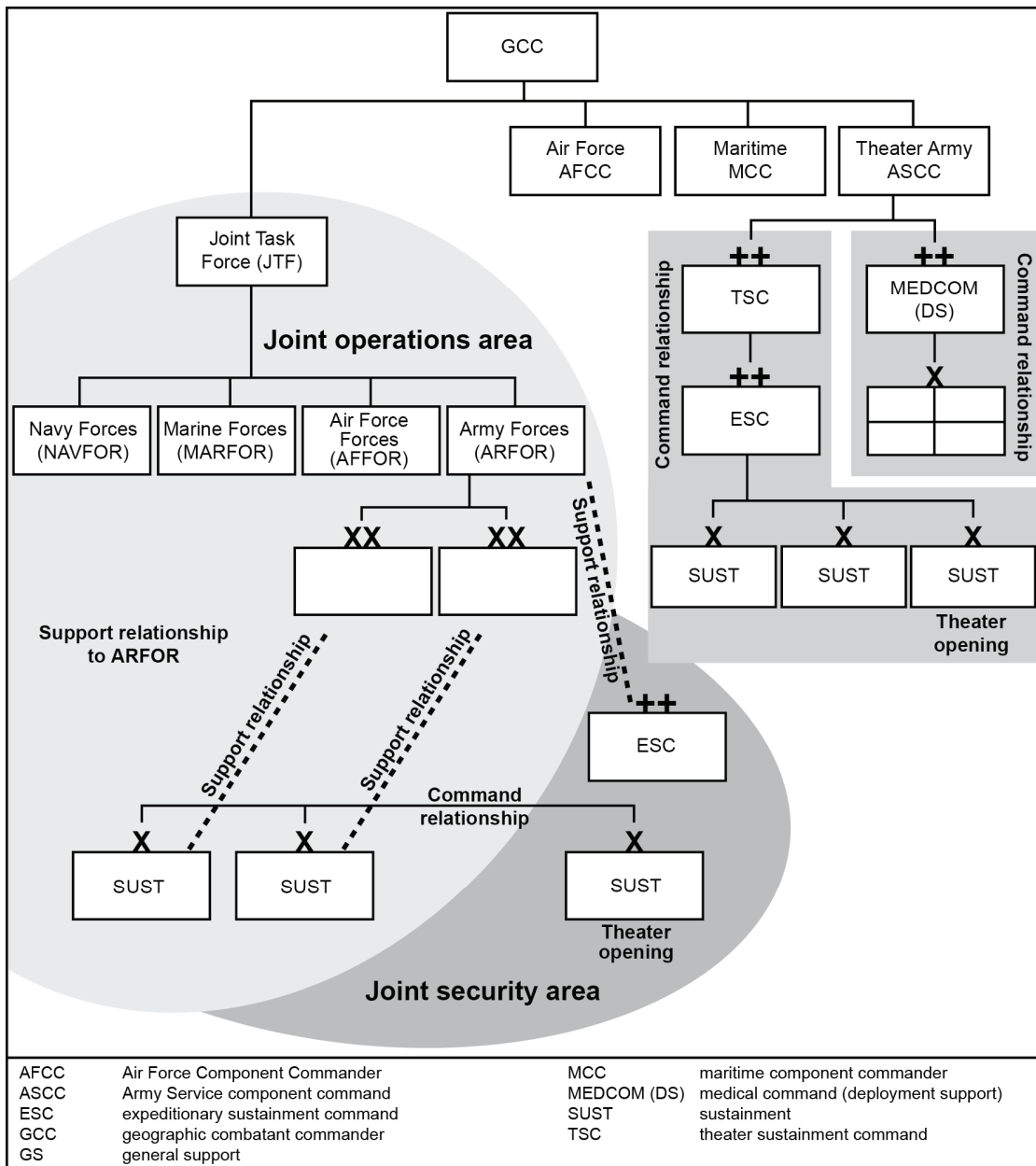


Figure 1-1. Theater army command and support relationships (sustainment)

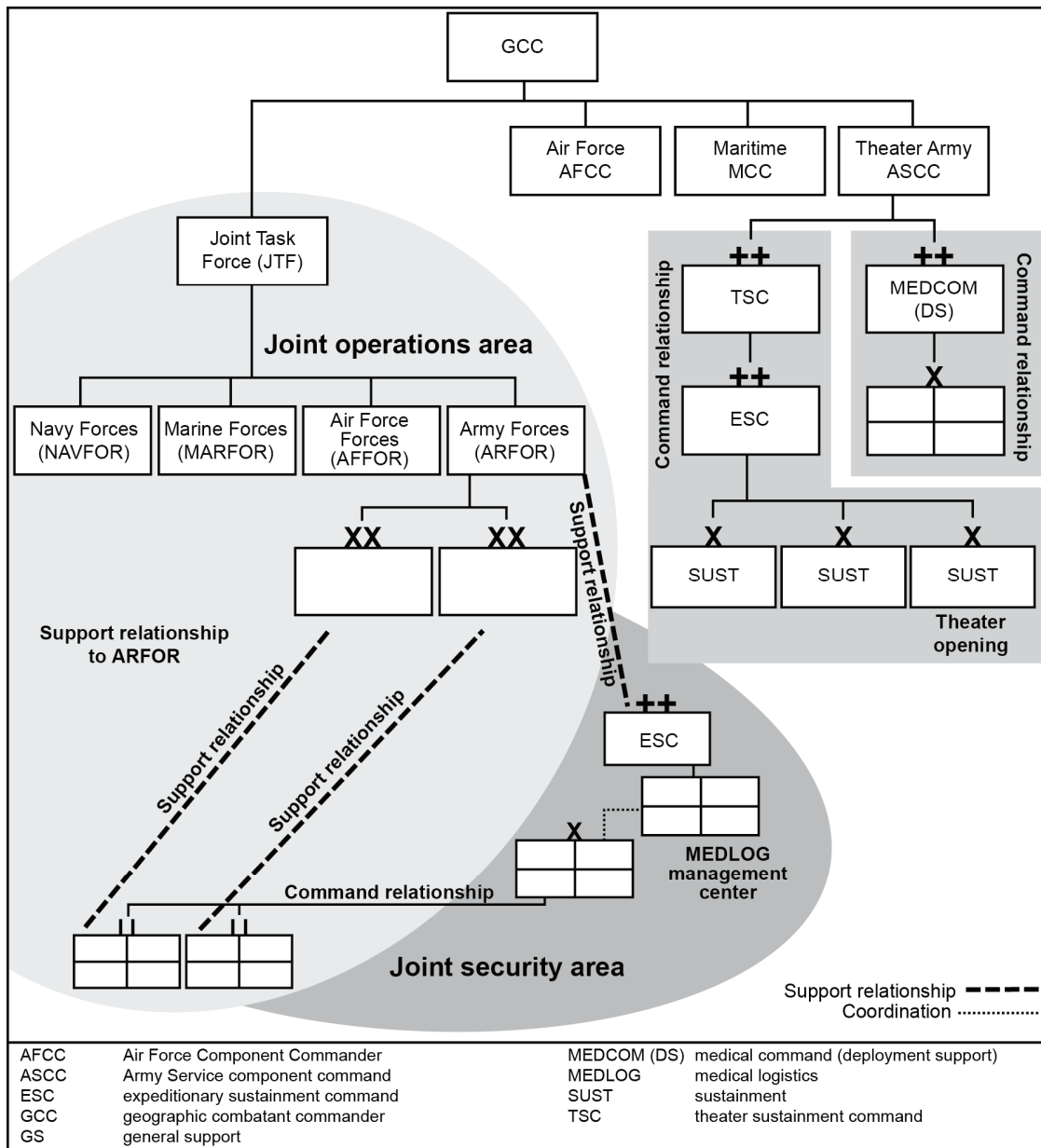


Figure 1-2. Theater army command and support relationships (medical)

1-34. ASOS and Army executive agent responsibilities include some tasks and functions that are not sustainment related. The operational ARFOR in a JOA can assume responsibility for some of these tasks and functions, by exception and at the direction of the GCC. In such cases, the ARFOR or one of its subordinate commands assumes operational control of the units responsible for executing the selected task or function. Examples of ASOS and Army executive agent responsibilities, which might be assigned to the operational ARFOR within the JOA, include detainee operations and veterinary support to military working dog programs.

1-35. The GCC can assign responsibility for the execution of Army specific administrative control and Title 10 functions to the operational ARFOR within a JOA, but this is usually by exception. Examples of administrative control and Title 10 responsibilities that the GCC might assign to the operational ARFOR within the JOA include theater specific training or the approval and processing of military awards.

THEATER ARMY AS THE ARMY SERVICE COMPONENT TO A GEOGRAPHIC COMBATANT COMMANDER

1-36. Each combatant command has an ASCC assigned to it. The theater army serves as the ASCC for each GCC. The theater army headquarters includes the commander, staff, and all Army forces (organizations, units, personnel, and installations) assigned to the combatant command. The organization of the headquarters is based on a modified table of organization and equipment, tailored to the specific requirements of each AOR. The modified table of organization and equipment may be further augmented by a table of distribution and allowance. The table of distribution and allowance provides the theater army the flexibility needed to account for temporary or variable operational requirements within each AOR.

1-37. Each GCC requires a headquarters that directs the activities of theater committed Army forces, performs functions required by Title 10 of the United States Code, and fulfills Army executive agent, ASOS, and common-user logistics responsibilities. In addition, these headquarters provide Army forces a wide array of training, exercises, sustainment, and other activities in support of theater security cooperation plans.

1-38. A theater army's primary role is Army Service component command to a GCC, with a range of functions that can be organized into three broad categories: (1) combatant commander's daily operations requirements, (2) setting the theater or JOA, and (3) providing mission command for immediate crisis response and limited small-scale contingency operations.

1-39. The combatant commander's daily operations requirements include the Army Service functions (Title 10, administrative control, and Army executive agent), supporting plans for the GCC's theater campaign plan and theater security cooperation plans, supporting plans for land operations under theater concept plans and operation plans, regionally focused intelligence estimates, and establishing the communications architecture for the GCC's AOR.

1-40. Setting the theater includes all those activities directed at establishing favorable conditions for conducting military operations in the theater, generally driven by the support requirements of specific operation plans, concept plans, and other requirements established in the GCC's theater campaign plan. Setting the theater includes whole-of-government initiatives such as bilateral or multilateral diplomatic agreements to allow U.S. forces to have access to ports, terminals, airfields, and bases within the AOR to support future military contingency operations. Setting the JOA includes activities such as theater opening, establishing port and terminal operations, conducting reception, staging, onward movement, and integration, force modernization and theater-specific training, and providing ASOS and common-user logistics to Army, joint, and multinational forces operating in the JOA.

1-41. The mission command function refers to the immediate response to crisis, and to direct mission command of limited operations such as noncombatant evacuation operations, foreign humanitarian assistance, disaster relief, or peace operations. Table 1-1 shows a representative sample of these functions.

| Theater Army Roles and Functions | | |
|---|--|--|
| Combatant commanders daily operations requirements | Set and support joint operations areas | Direct Mission Command of Operations (contingency command post) |
| Title 10 administrative control of Army forces | Army executive agent | Small-scale contingency operations <ul style="list-style-type: none"> • Foreign humanitarian assistance • Disaster • Noncombatant evacuation operation • Peace operations • Immediate crisis response • Replicate corps or division headquarters for major exercises |
| Theater security cooperation | Chemical, biological, radiological, and nuclear | |
| Infrastructure assessment and development | Theater specific training | |
| Concept plan and operation plan development | Force modernization | |
| Regional intelligence collection and analysis | Sustainment <ul style="list-style-type: none"> • Theater opening • Port or terminal operations • Reception, staging, onward movement, and integration • Theater distribution • Medical • Army support to other Services • Common-user logistics | |
| Communications architecture | | |
| Land based theater air and missile defense | | |
| Detainee operations | | |
| Internment and resettlement | | |

Table 1-1. Theater army roles and functions

1-42. The theater army headquarters serves as the ASCC for each GCC. All theater armies have access to a mix of forces to support the theater with the following capabilities: sustainment, signal, medical, military intelligence, Army special operations forces, and civil affairs. In addition, theater armies may be assigned one or more of the following types of functional units, based on the GCC's intent and guidance for the AOR: engineer; military police; CBRN and high-yield explosives; air and missile defense; inform and influence activities; cyber and electromagnetic activities; and aviation. Army special operations forces normally operate as a component of and under the control of the Theater Special Operations Command, but Army special operations forces often provide a special operations command coordination element to conduct liaison with the theater army.

1-43. A theater army assigned to a GCC provides a regionally oriented, long-term Army presence for peacetime military engagement, security cooperation, deterrence, and limited intervention operations, and it provides support to Army and joint forces operating in JOAs opened within the GCC's AOR. Army operational-level organizations assigned to the theater army provide theater-level capabilities necessary to perform operational-level tasks as well as to assist and augment subordinate tactical organizations.

1-44. The theater army is not designed to operate as the JTF, JFLCC, or ARFOR for major operations within a single JOA. The Army corps headquarters are designed to mission command land forces in major operations in a single JOA and rapidly transition to a JTF headquarters for major operations. The Army corps is the Army's headquarters of choice for these roles and missions. However, when land operations are conducted concurrently in multiple JOAs within a single AOR, the GCC may designate the theater army as a theater level JFLCC with specific command and control, protection, and sustainment responsibilities. The primary responsibilities of a theater level JFLCC may be to provide coordination with other theater-level functional components, to provide general support for multiple JOAs within the AOR, to conduct theater-level contingency planning, or to conduct joint reception, staging, onward movement, and integration for the entire land force.

1-45. In addition to sustainment support AOR wide, the theater army, as the DOD executive agent for force protection, also coordinates protection for all forces, installations, and operating bases across the AOR. In high-threat environments, the joint force commander may designate a joint security coordinator to provide a dedicated focus on joint security operations within the joint security area(s). Under these circumstances, the joint force commander normally designates a component commander with the appropriate capabilities and force structure to perform this function. Often, the theater army may be designated as the joint security

coordinator and be responsible for the joint security area. (See JP 3-10 for more information.) When so tasked, the theater army typically resources the protection requirements to support, not only Army forces in theater, but also joint and multinational forces and any designated theater army support area or joint security area. The theater army protection cell (with augmented joint, interagency, and multinational forces) provides the nucleus of the joint security coordination center. The theater army may designate a maneuver enhancement brigade to serve as its operational protection headquarters, receiving mission orders to supervise selected forces (including tactical combat forces). The theater army, when required, also provides an AAMDC or brigade for mission command of ground based air and missile defense forces in support of Army, joint, and multinational forces. While these Army units may be placed under the operational control of the area air defense coordinator, they remain under the Service administrative control of the theater army.

1-46. The theater army design provides a robust main command post to perform its ASCC Title 10 functions, but its contingency command post provides the commander only a limited capability for mission command, which is insufficient to enable the theater army to perform as a JTF or joint force land component command (JFLCC) for major operations. The Army corps headquarters is the organization best suited for commanding and controlling land forces or transitioning to JTF or JFLCC headquarters for major operations. The theater army design allows it to perform the functions of the ASCC to the GCC and execute its Title 10, administrative control, common-user logistics, and Army executive agent responsibilities. These responsibilities extend to the support of any JOAs opened within the AOR, including theater opening and ASOS.

1-47. The theater army, with its deployable contingency command post, has a limited capability to provide direct mission command over operations: limited in terms of scale, scope, intensity and duration. Chapters 4 and 15 explain in further detail the organization, capabilities, limitations, and dependencies of the contingency command post.

1-48. Although the theater structure for each GCC is unique, the functional requirements of a theater organization remain somewhat constant. The Chief of Staff of the Army, working with the supported GCCs, configures theater armies to meet the specific requirements of their respective AORs. The theater army commander provides the GCC with operationally relevant Army capabilities. The level of capability and support required varies from one AOR to another. The theater army commander identifies, employs, and deploys specific Army capabilities required to support the combatant commander through coordination with the following organizations: Headquarters Department of the Army, U.S. Army Forces Command, U.S. Army Material Command, U.S. Army Training and Doctrine Command, direct reporting units, and other ASCCs. As the situation changes, the Secretary of Defense modifies those resourcing decisions as necessary based on the combatant commander's request for forces or previously approved plans.

THEATER ARMY ENABLING COMMANDS AND BRIGADES

1-49. Theater armies will normally be assigned or provided access to a mix of forces to support the theater that may include the following types of enabling capabilities (see figure 1-3):

- Sustainment.
- Signal.
- Medical.
- Military intelligence.
- Civil affairs.

1-50. In addition, some theater armies may be assigned one or more of the following types of functional units, based upon specific requirements of the AOR:

- Engineer.
- Military police.
- CBRN.
- Air defense artillery.
- Information operations.
- Aviation.

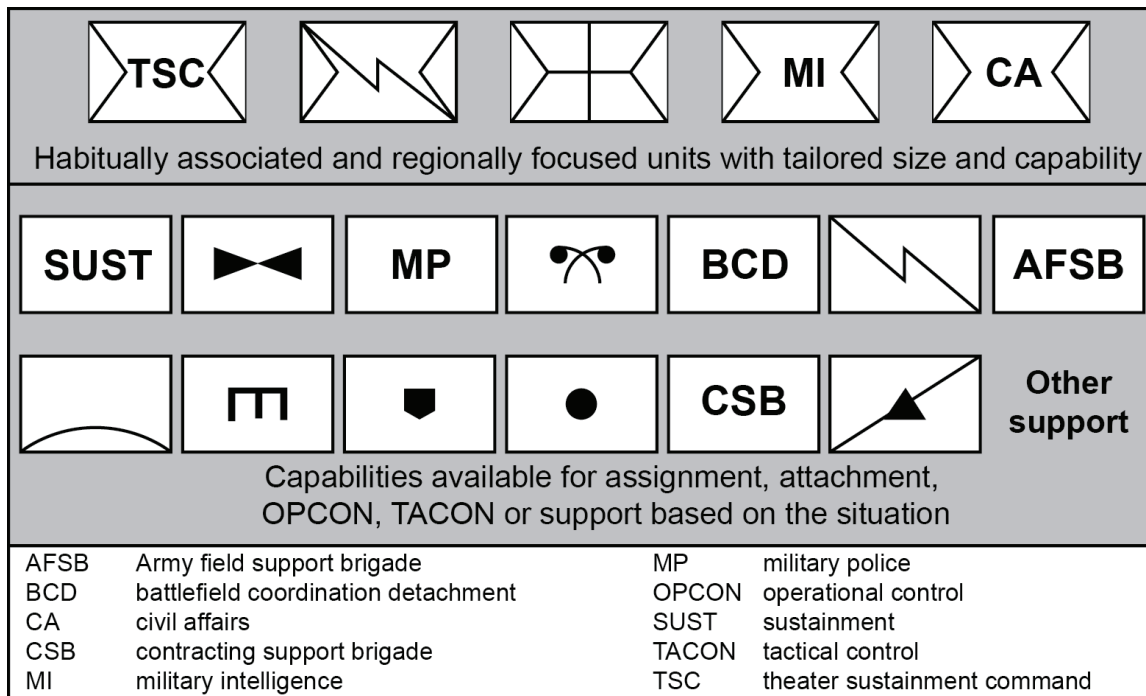


Figure 1-3. Theater army enabling commands

THEATER ENABLING COMMAND AND BRIGADES FUNCTIONAL SUPPORT AND COMMAND AND SUPPORT RELATIONSHIPS

1-51. Theater armies are assigned or provided access to five enabling capabilities (sustainment, signal, medical, military intelligence, and civil affairs), and an assortment of functional and multifunctional units, based on AOR specific requirements. The command and support relationships between theater army and these theater enabling commands are explained below.

Theater Sustainment Command

1-52. The theater sustainment command headquarters is normally assigned to the theater army and is considered theater committed. A support relationship is established between the theater sustainment command (and, by extension, the expeditionary sustainment command) and the operational ARFOR in the JOA. Sustainment brigades are tailored to the mission, task organized under the expeditionary sustainment command (normally attached), and placed in either general support of the force on an area basis or in direct support of a specific command or group of forces, normally the operational ARFOR in the supported JOA. (See FM 4-94 for more information on the theater sustainment command.)

1-53. Expeditionary sustainment commands are rotational units from the pool of Army forces, and are assigned, attached or placed under operational control of the theater sustainment command to provide mission command of Army sustainment units (less medical) supporting Army and joint forces within the AOR. Sustainment brigades, tailored with the appropriate mix of sustainment providing units, are normally attached to the expeditionary sustainment command for operations. Doctrinally, the expeditionary sustainment command functions as an extension of the theater sustainment command rather than a separate echelon of command. The expeditionary sustainment command deploys into an area of operations or JOA and provides forward-based mission command of theater sustainment command units providing sustainment (less medical) support to the force. The expeditionary sustainment command normally deploys its command post to a location near the air and sea ports of debarkation from which it can effectively mission command sustainment support operations. This location may be a secured site within the JOA or a sanctuary location within the greater joint security area or Army support area. The expeditionary

sustainment command is responsible for theater opening, including the execution of port and terminal operations and reception, staging, onward movement, and integration, and it normally has a subordinate sustainment brigade specially tailored for these tasks.

1-54. The expeditionary sustainment command receives liaison elements from the theater MEDCOM (DS) and establishes a medical logistics management center to coordinate Class VIII (medical logistics) support to medical units supporting the force. (See figure 1-2 on page 1-7.)

Signal Command (Theater) or Theater Signal Brigade

1-55. The signal command (theater) provides communications and information systems support to theater, joint, governmental, and multinational forces as required. If augmented with a joint table of allowances, the signal command (theater) can support a combined JTF within the GCC's AOR. The signal command and its subordinate units plan, engineer, install, operate, maintain, and protect the Army portion of the theater network and leverage the capabilities of the Global Information Grid to provide services to the ASCC and the supported GCC. The signal command (theater) is the signal force provider for the theater. It is composed of subordinate signal organizations, which can include theater tactical signal brigades, theater strategic signal brigades, and a theater network operations and security center. The signal command (theater) may also control combat camera and tactical installation and networking company assets. Signal commands (theater) are combatant command (command authority) assigned to a GCC and under operational control to the ASCC. Active component signal commands (theater) are Service assigned to Network Enterprise Technology Command/9th Signal Command (Army). Reserve component signal commands (theater) are assigned to U.S. Army Reserve Command. The signal command (theater) commander also performs duties as the ASCC G6. (See FMI 6-02.45 for more information on the signal command [theater]).

1-56. Theater strategic signal brigades provide the theater strategic communications infrastructure. Each theater strategic signal brigade is unique and tailored to support specific theater requirements. Theater strategic signal brigades provide an extension to the Global Information Grid via a robust Defense Satellite Communications System architecture accessible via standardized tactical entry points and regional hub nodes. Theater strategic signal brigades have subordinate battalions and companies that provide an array of services such as ASCC and GCC communications teams, nuclear surety teams, and network enterprise centers that provide baseline installation services, and microwave and high frequency radio communications, for intratheater support.

1-57. Theater tactical signal brigades provide pooled signal capabilities that plan, engineer, install, operate, maintain, and protect the tactical extension of Global Information Grid services to those units without embedded signal assets. The theater tactical signal brigade assumes operational command of any signal units assigned or attached to accomplish this task.

1-58. Expeditionary signal battalions are a pooled signal capability employed to support theater organizations that do not have organic network connection capability. They may also provide augmentation to a corps, division, or brigade combat team, or provide network connectivity to a Service component or coalition headquarters at the direction of the force commander. The expeditionary signal battalion may operate as part of a separate network package supporting specific missions, such as homeland defense, as well. Expeditionary signal battalions are typically assigned to theater tactical signal brigades, which are normally assigned to signal commands (theater). When assigned a network support mission, expeditionary signal battalions and their subordinate elements are detached from the parent unit and attached to the supported unit for the duration of the mission.

Medical Command (Deployment Support)

1-59. The MEDCOM (DS) is assigned to the theater army and serves as the medical force provider within the theater. The MEDCOM (DS) and its subordinate medical brigades are linked to the theater sustainment command or expeditionary sustainment command through the medical logistics management center, which is established at the expeditionary sustainment command or theater sustainment command to plan and coordinate medical logistics in support of operations. (See FM 4-02.12 for more information on the MEDCOM [DS]).

1-60. The MEDCOM (DS) is organized with an operational command post and a main command post, which can deploy forward autonomously. The multifunctional medical battalions, which provide Army health system services to the force, are task organized under the mission command of a medical brigade subordinate to the MEDCOM (DS). The multifunctional medical battalions are normally placed in direct support of Army divisions or in general support on an area basis. Thus, all Army health system units maintain a command relationship with a medical chain of command from the multifunctional battalions through the medical brigade to the MEDCOM (DS). (See figure 1-2 on page 1-7.) The commander of the MEDCOM (DS) also functions as the theater army command surgeon.

Military Intelligence Brigade

1-61. The theater MIBs are subordinate units of the U.S. Army Intelligence and Security Command, a Headquarters Department of the Army direct reporting unit, and attached or placed under operational control of the theater army. Although the MIB headquarters is considered theater committed and not deployable outside its AOR, its subordinate military intelligence battalions may be included in the Army pool of rotational forces and may be deployed for operations outside its AOR. When the MIB's subordinate battalions are deployed to support the operational ARFOR in a JOA, they are normally attached to an MIB, battlefield surveillance brigade, or other brigade-level organization under the ARFOR in order to link into the ARFOR's supporting sustainment structure.

1-62. The theater MIB provides regionally focused collection and analysis in support of theater army daily operations requirements and contingency operations. In particular, the theater army headquarters relies heavily on the MIB for threat characteristics and land order of battle, intelligence estimates, and fused intelligence products to support theater army planning requirements, including maintenance of operation plans and concept plans, and development of Army supporting plans to the GCC's theater campaign plan. The theater army intelligence cell was deliberately designed with a dependency on the MIB for this collection and analytic support.

1-63. The theater army and its subordinate theater level MIB may provide intelligence support to Army and joint forces in the JOA by either deploying MIB collection or analysis assets forward and attaching or placing those assets under operational control or direct support to the operational ARFOR or by providing intelligence support on a general support or direct support basis via reachback. In either case, the supported operational ARFOR headquarters tasks the MIB assets by identifying commander's critical information requirements and priority intelligence requirements and assigning the associated collection requirements to the supporting MIB or its operational elements. The MIB provides top secret and sensitive compartmented information communications and information systems support to the ASCC (theater army) headquarters.

1-64. The theater MIB's regional focus enhances its capabilities to develop and exploit AOR-specific language skills and cultural insights and provides the benefits of continuity and cultural context to its analytic intelligence products. The theater MIB's unique ability to collect, analyze, and track threat characteristics, land order of battle, and the doctrine of both partner nations and adversaries over many years allows it to create and maintain a valuable data base of intelligence regarding regional military forces, key military and political leaders, and the evolving doctrine and capabilities of regional military forces.

Civil Affairs Command

1-65. The Civil Affairs command provides theater level staff augmentation to the GCC and its subordinate subunified and Service component commands, as required to support military operations. Civil affairs planning teams from the theater aligned civil affairs command, civil affairs brigade, or civil affairs battalion augment the GCC, ASCC, and JFLCC staffs, providing liaison and coordination, education and training, and area assessment functions. Civil affairs augmentation elements are normally attached to the headquarters they are dispatched to support.

Aviation Brigade

1-66. The theater aviation brigade or battalion (if assigned) is the force provider for Army aviation capabilities to support the combatant commander's daily operations requirements across the AOR and may provide Army aviation units to the ARFOR operating in a JOA within the AOR. The theater aviation brigade or battalion (when available) may either have a command or support relationship with the theater army.

Army Air and Missile Defense Command

1-67. There are only three AAMDCs in the Army structure: two active and one reserve. The AAMDCs (when available) are assigned to the theater army and are placed under the operational control of the JFLCC or ARFOR and in direct support of the JFACC for military operations. Other Army air defense artillery units in the AOR are normally assigned, attached, or placed under the operational control of the AAMDC.

1-68. The joint force commander establishes air and missile defense priorities, allocates forces, and apportions air power. The joint force commander normally designates the JFACC as the supported commander for the counterair mission. Normally, the joint force commander designates the JFACC as the airspace control authority and area air defense commander, because the three functions are so integral to one another. The area air defense commander is responsible for coordinating with joint and multinational partners to develop procedures for a combined theater air and missile defense plan and is typically the component with the preponderance of air defense artillery capabilities in theater. The AAMDC supports the area air defense commander for air and missile defense operations and is normally under the operational control of the JFLCC and in direct support to the JFACC.

1-69. The AAMDC commander serves in several roles. The AAMDC commander commands the AAMDC and its subordinate units, functions as the theater army air and missile defense coordinator for the ARFOR or JFLCC, and acts as the deputy area air defense commander, if designated. The AAMDC typically locates with the ARFOR or JFLCC headquarters or the joint or combined air operations center to facilitate air and missile defense planning and integration. The location of the AAMDC commander and his role is dependent on METT-TC. (See FM 3-01 for more information on the AAMDC commander.)

1-70. The AAMDC has overall responsibility for planning Army air and missile defense operations in support of the joint force commander. The AAMDC task organizes and assigns missions to the subordinate air defense artillery brigade(s) once planning is complete. The AAMDC has dedicated liaison teams that can deploy to major theater and ARFOR elements including the JFACC, JFLCC, joint special operations task force, and the battlefield coordination detachment, to facilitate and integrate ARFOR air and missile defense planning and operations. In some cases, the AAMDC conducts split-based operations, which preclude it from being in theater. If the AAMDC is not located in theater, the responsibility for planning falls to the highest echelon air defense artillery organization in the theater. FMs 3-01, 3-01.7, and 3-01.94 provide a more detailed explanation of the command and support relationships for theater air and missile defense.

Theater Engineer Command

1-71. The theater engineer command provides mission command and an organizational framework for the operational-level engineer effort within the AOR. The command focuses on reinforcing and augmenting tactical-level engineer efforts and developing the theater sustainment base. This focus involves planning, ensuring operational mobility, and coordinating all operational engineering assets. It also supervises the direction of geospatial operations, construction, real-property maintenance activities, logistics operation center sustainment, engineer logistics management, and base development. The command has the primary responsibility for theater infrastructure development.

1-72. The theater engineer command typically serves as the senior engineer headquarters for a theater army, land component headquarters, or potentially a JTF, and it provides mission command for all assigned or attached engineer brigades and other engineer units and missions for the theater army commander or JFLCC. When directed, it may also provide mission command for engineers from other Service and multinational forces, and oversight of contracted construction engineers. The command provides peacetime training and support of military engagement for its supported combatant commanders. The command also coordinates closely with the senior contract construction agents in the area of operations.

1-73. The theater engineer command is a modular organization that can be adapted to mission requirements. It can deploy modular staff elements and organizations to provide the operational commander with a wide range of technical engineering expertise and support. Each command can deploy its main command post and two deployable command posts to provide flexibility and rotational capability. The United States Army Corps of Engineers deploys its field force engineering assets to augment the command post, providing capabilities such as contracting, real estate, and interagency coordination. Tele-engineering capabilities enable deployed elements to collaborate with subject matter experts in the United States Army Corps of Engineers, other Service technical laboratories and research centers, and other sources of expertise in the civilian community. (See FM 3-34 for more detail.)

Other Army Functional or Multifunctional Units

1-74. Other Army functional or multifunctional units may be made available to the theater army based on specific requirements of the AOR such as forward stationing, base operations, enduring security force assistance or theater security cooperation activities, or ongoing military operations. These Army functional or multifunctional units may have either a command or a support relationship with theater army. In some cases, certain functional or multifunctional units may support more than one theater army or AOR. A few examples are listed below.

1-75. Army field support brigades provide integrated and synchronized acquisition logistics and technology support to Army operational forces. Army field support brigades are regionally aligned to a theater army and are normally in direct support to the theater sustainment command or the lead theater logistics commander. Army field support brigades serve as the Army sustainment command's link between the generating force and the operational force. They are responsible for the integration of acquisition logistics and technology capabilities in support of operational and tactical commanders across full spectrum operations. This includes coordinating for acquisition logistics and technology strategic reach capabilities via a technical reach or call-forward process. (See FMI 4-93.41 for more information on Army field support brigades.)

1-76. Contracting support brigades are the primary operational contract support planner, advisor, and contracting commander to the theater army. The contracting support brigade incorporates the capability previously provided by the ASCC's principal assistant responsible for contracting. The contracting support brigade, through contracting authority delegated by the engineer coordination cell, executes theater support contracting actions in support of deployed ARFOR and coordinates other common contracting actions as directed by the engineer coordination cell, ARFOR commander, and the senior sustainment command in the area of operations. (See FM 4-92 for more detail).

THEATER ARMY COMMANDER

1-77. The theater army commander is the senior Army officer not assigned to the combatant command or other joint headquarters within the AOR. A theater army commander supporting a geographic combatant command must perform Army-specific functions such as internal administration and discipline, Service training, normal sustainment functions, Army intelligence matters, and specific oversight of intelligence activities to ensure compliance with U.S. and host nation laws, policies, and directives. (See JP 1, JP 3-0, and ADP 3-0 for more information on theater army command requirements.)

1-78. Additionally, the theater army commander has other related support requirements. As a supported component, the theater army commander receives and integrates support from other Service or functional components of the combatant command. As a supporting component, the theater army provides Army support to other Service or functional components of the combatant command.

1-79. The theater army commander recommends the appropriate use of Army forces to the combatant commander or other joint force commanders. The theater army commander provides force data for assigned joint operations and exercise plans plus facilitates joint operations by performing joint training, to include training required by other Service components. The theater army commander informs the combatant commander of joint nonstrategic nuclear support required by the Army. The theater army commander also ensures signal and information management interoperability with the higher joint headquarters.

1-80. The theater army commander informs the combatant commander of any Army sustainment support changes that would significantly affect operational capability or sustainability. Additionally, the theater army commander provides sustainment support to Army forces assigned to JTFs operating in the combatant command's AOR.

1-81. The theater army commander develops and submits Army program and budget requests to the combatant commander and informs the combatant commander of any program and budget decisions that affect joint operational planning.

THEATER ARMY HEADQUARTERS ORGANIZATION

1-82. The modular theater army headquarters contains the theater army commander, deputy commanding general, and the commander's personal, special, and coordinating staff principals, under the supervision of the chief of staff. The theater army remains the senior Army headquarters for the AOR and provides Title 10 support—to include policy, plans, programs, and budgeting—to its assigned Army forces in the combatant command's AOR.

1-83. Four broad design concepts underlie the organization of the modular theater army headquarters. Each theater army headquarters is a regionally focused, globally networked organization. It is theater-committed, and it is not part of the Army's pool of rotational forces. The theater army headquarters is designed to exercise administrative control over all Army forces assigned to the supported combatant command. It provides theater opening capabilities to support all JOAs in the AOR as well as ASOS responsibilities. It performs additional Army support functions established in specific operation and concept plans, Army executive agent agreements, and implied tasks from the GCC campaign plan. The specific missions, conditions, and GCC requirements vary considerably from one AOR to another, and the theater army commander may modify the organization of the headquarters to best meet the needs of the AOR.

1-84. The theater army headquarters is organized with three organic components with specific functions. First, a main command post performs all of the ASCC functions (Title 10, administrative control, ASOS, common-user logistics, and support to JOA) supporting the combatant commander's daily operational requirements. Second, the contingency command post provides a limited capability to directly mission command forces for small-scale contingency operations within the AOR. Third, a headquarters, headquarters battalion provides administrative and logistics support for the theater army headquarters and all of its organic command post elements. Although normally co-located for stationing, the theater army main command post and contingency command post ordinarily remain configured as separate command posts in order to maintain the rapid deployment capability of the contingency command post.

1-85. The modular theater army headquarters is organized with a command group, personal and special staffs, a chief of staff, a secretary of the general staff, and the following warfighting functional cells:

- Intelligence.
- Movement and maneuver.
- Fires.
- Protection.
- Sustainment.
- Mission command.

1-86. The chief of staff, in accordance with the commander's guidance, establishes the battle rhythm and work schedules of the headquarters. The chief of staff may extend or otherwise modify the work schedule of the headquarters in order to support operational requirements within the AOR, including theater army support of joint or Army forces operating in one or more JOAs within the AOR. The current operations integration cell (COIC) establishes the common operational picture (COP), disseminates the COP to all staff sections, and monitors the activities of Army forces within the AOR 24 hours per day, seven days a week.

1-87. In general, all theater army staff elements employ the military decisionmaking process as the standard process for planning and the operations process (plan, prepare, execute, and assess) for integrating and synchronizing all the warfighting functions. The theater army staff may participate in campaign design and the joint operation planning process when collaborating directly with the combatant command, other Service component commands, or external organizations.

DEPENDENCIES

1-88. The theater army headquarters depends on theater enabling units for staff functions or supporting capabilities. While these enablers may vary considerably by size and type between GCCs, paragraphs 1-89 through 1-95 explain basic theater army dependencies.

1-89. The theater army depends on the theater signal command or brigade for connectivity to all LandWarNet services, up to SECRET and NOFORN (known as not releasable to foreign nationals), including the establishment and operation of the theater network architecture to support theater army headquarters and all Army and joint forces operating within the AOR. The theater army headquarters has no organic signal capability and is dependent on the theater signal command or brigade for all network and signal capabilities, including regional hub node, joint network node, or command post node elements to support the contingency command post when it deploys to mission command operations.

1-90. The theater army depends on the garrison command of the installation on which it is located for installation access control and local security of the permanent headquarters (garrison or installation security). Regional support groups provide contingency base operations functions at intermediate staging bases or bases in the army support area.

1-91. The theater army depends on the theater military intelligence brigade for access to top secret and sensitive compartmented information communications and information systems used for analytical support. The access enables the theater intelligence unit to provide regionally focused collection, analysis, and production to support theater army planning (operation plan or concept plan development) and operational intelligence to support mission command of limited smaller scale contingency operations. In addition, the theater intelligence unit may provide regionally focused intelligence collection and analysis in support of JTFs and JFLCC or ARFOR headquarters and other Army forces operating in JOAs within the AOR.

1-92. The theater army depends on the U.S. Army Materiel Command for support through the aligned Army field support brigade, contracting support brigade, and logistic civil augmentation program. The Army field support brigade provides national level, materiel focused sustainment support as well as logistic civil augmentation program planning and management. The contracting support brigade provides operational contract support and planning assistance.

1-93. The theater army depends on the U.S. Army Corps of Engineers for engineering and construction (including roads and buildings), real estate, and environmental management products and services. Additionally, an engineer topographic company or geospatial planning cell of the MIB provides geospatial information and services to the theater army.

1-94. A military police protective services detachment provides close-in protective service details for the theater army commander, deputy commanders, and other designated high-risk personnel, as required. A force protection team assists the theater army antiterrorism or force protection section in protection, physical security, antiterrorism, and response force operations.

1-95. The theater army also depends on several unique teams to accomplish specialized functions. Defense Logistics Agency personnel provide the theater army logistical reach to the national supply system. A civil affairs planning team from a civil affairs brigade or command provides staff augmentation to the theater army G-9 for operations. A modular CBRN team is assigned to the theater army to establish a full-time CBRN planning expertise and assessment capability within the headquarters. Public affairs detachments or teams augment the organic theater army staff, and establish a media support or broadcast center, if required. An air traffic services command augments the theater army for air traffic service during operational surges. An Army band is assigned to the theater army to enhance unit cohesion and Soldier morale and provide musical support for civil-military, multinational, and community relations operations. The theater army depends on the human resources sustainment center and financial management center of the theater sustainment command for the execution of specified personnel and financial management activities. Digital liaison detachments provide liaison between the theater army and multinational headquarters or partners during operations and exercises.

OPTIONS FOR FORMING A JOINT TASK FORCE HEADQUARTERS

1-96. Chapter II of JP 3-33 describes a JTF and options for forming a JTF, and it explains its organization and command relationships in detail. The JTF's mission, composition, and its relationships are based on existing and potential adversaries, the nature of the crisis, and the time available to achieve the end state.

1-97. JP 3-33 points out three options for forming a JTF headquarters. The preferred option is to form a JTF headquarters around a combatant command's Service component headquarters or the Service component's existing subordinate headquarters (such as a numbered fleet, numbered Air Force, Marine expeditionary force, or an army corps) that includes an established command structure. As a second option, the GCC may designate the standing joint force headquarters (core element) as the core headquarters element and augment it with additional Service functional experts. The third option is when the combatant command assessment team or similar organization forms the core element for the JTF. This option is used typically where no military presence currently exists.

1-98. The contingency command post of the theater army offers the GCC a fourth option for forming and deploying a JTF or JFLCC. The GCC can use the theater army contingency command post as the core element of a JTF and augment it with additional personnel, either Army or other Service, to conduct the mission. Because of its established habitual internal staff working relationship, the contingency command post is a viable option to support short notice or limited duration operations. (Refer to JP 3-31 and JP 3-33 for more information on JTFs.)

TRAINING IMPLICATIONS

1-99. In most cases, the contingency command post deploys as a rapid redeployment assessment capability for small-scale contingency operations. However, the contingency command post can become the core element for a JTF or be combined with other augmentation components to form the JTF headquarters. Each option for forming the JTF requires specific military skill sets and training levels to ensure the required capabilities are organic to the JTF. One important requisite skill set is the staff's proficiency on joint mission command systems, networks, and software applications. The theater army is equipped with Army Battle Command Systems and is able to train on them. However, the theater army must coordinate with the GCC to gain access to joint command and control (C2) capabilities for training.

1-100. The United States Joint Forces Command has fielded (or will shortly field) a deployable joint C2 suite of equipment for each GCC (some GCCs may have multiple equipment sets). The deployable joint C2 suite provides the combatant and component commands a rapidly deployable, scalable, modular command post suite, according to the deployable joint C2 program executive office. Reconfiguration of the deployable joint C2 system allows for rapid response and en route communications capabilities if required. This suite of equipment provides a standardized command post with full joint C2 capabilities. These capabilities include the following: servers, workstations, and satellite uplinks to support the Joint Worldwide Intelligence Communication System, the Combined Enterprise regional Information Exchange System, nongovernmental organizations, Secret Internet Protocol Router Networks and Nonsecure Internet Protocol Networks, Global Command and Control System-Joint and Command and Control Personal Computer applications, and a host of collaborative information environment and communications capabilities. Additional information on deployable joint C2 programs can be obtained at the following Web site: <https://www.djc2.org>.

Chapter 2

Theater Army Contingency Command Post Employment

2-1. To better understand how the theater army conducts operations, this chapter examines several historical examples and hypothetical scenarios to illustrate how joint task forces (JTFs) have been formed and used in the past and how the theater army and its contingency command post (CCP) might be employed under similar circumstances in the future. These examples will examine theater army operations, both as the Army Service component command (ASCC) in support of Army and joint forces operating in joint operations areas (JOA)s within the area of responsibility (AOR) and as an Army forces commander (ARFOR) or JTF directly commanding and controlling Army or joint forces conducting operations in a designated JOA. In all cases, the theater army headquarters, with its organic CCP, is simply one of several tools available to the GCC to address the operational mission command requirements across the AOR. The geographic combatant commander (GCC) determines to use or not use the theater army or its CCP in the command and control (C2) scheme for any given operation. The examples that follow merely explore ways for employing the theater army and its CCP.

EXAMPLE NUMBER 1: OPERATION DESERT SHIELD



Figure 2-1. Kuwait Theater of Operations

2-2. The first example, Operation Desert Shield, provides a situation which is useful for examining how the theater army provides sustainment support to Army and joint forces in a JOA. It also provides an opportunity to explore CCP employment options to mission command the initial phases of a long-term

operation. The example shows the rapid deployment of an airborne brigade combat team to deter an adversary, followed by a build-up of forces and relief of the CCP-based headquarters by a more capable warfighting headquarters (division or corps). Figure 2-1 on page 2-1 depicts the Kuwaiti theater of operations.

2-3. In the early morning hours of 2 August 1990, three armored divisions of Saddam Hussein’s elite Iraqi Republican Guard crossed the Kuwaiti border and sped toward the city of Kuwait. The several brigades of the Kuwaiti Army, already disorganized by special operations attacks, proved no match for this assault. Within days, most Kuwaiti forces had surrendered or escaped to Saudi Arabia, the Republican Guard divisions had closed the Saudi border, and the Iraqi follow-on forces had fanned out to secure the oil fields and commercial wealth of the small, yet prosperous, country.

2-4. For the American government and President George H. W. Bush, the first priority was to deter further Iraqi aggression and provide an effective defense of Saudi Arabia. The disruption of Kuwaiti oil supplies was damaging enough to the global economy; disruption of Saudi oil supplies could have been disastrous. The Saudis shared President Bush’s view, and their national leadership overcame a traditional antipathy to the presence of foreign troops. On 6 August 1990, Saudi King Fahd bin Abdul Aziz approved American intervention to assist in the defense of his kingdom. The president approved the deployment of combat forces to the kingdom. Shortly thereafter, the Secretary of Defense issued a directive assigning Central Command the mission to deter and counter any Iraqi aggression against Saudi Arabia. The challenge for the U.S. Army and the other Services was to turn the border between Kuwait and Saudi Arabia into a substantial barrier through which Iraqi forces could not penetrate. Fortunately, U.S. Central Command had anticipated this problem and had developed draft Operation Plan 1002-90 in January 1990 that refocused U.S. Central Command from fighting the Soviets in Iran to defending Saudi Arabia. During mid-July 1990, U.S. Army Forces, Central Command, and Third Army’s main headquarters conducted exercise Internal Look based on Central Command’s Draft Plan 1002-90.

2-5. Under the direction of U.S. Central Command (USCENTCOM), the joint force buildup, code-named Operation Desert Shield, began. With the operational area halfway around the world from the United States and thousands of Iraqi troops sitting on the Kuwait-Saudi border, a rapid buildup of forces was critical. The President’s intent was to deploy enough forces to deter an Iraqi attack on Saudi Arabia and, eventually, to enforce United Nations Security Council resolutions calling for Iraq’s withdrawal from Kuwait. Diplomatic efforts were made to obtain the time needed to build an effective multinational force to fight a war. (See figure 2-2.)

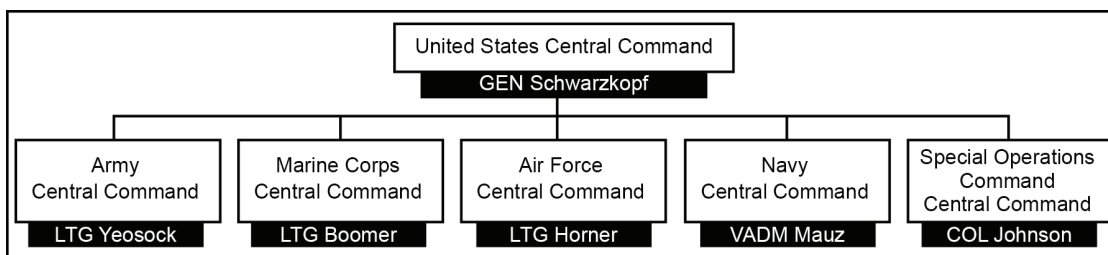


Figure 2-2. U.S. Central Command organization

2-6. Combat forces began deploying to the Persian Gulf area on 7 August 1990. The first Army unit to deploy was the ready brigade of the 82nd Airborne Division. With its light antitank weapons and Sheridan tanks, the Second Brigade established perimeter defenses around Dhahran airfield and the port at Al Jubal. The lead elements of the XVIII Airborne Corps assault command post arrived by air on 9 August, and they soon relieved the U.S. Army Central Command forward command post of direct supervision of tactical forces. By 24 August, the remainder of the 82nd Airborne Division had completed its deployment to Saudi Arabia. Additional Army units also arrived in August, including the 7th Transportation Group, the 11th Signal Brigade, and the 11th Air Defense Artillery Brigade. This force package allowed U.S. Army Central Command to meet the daily demands of a changing and growing force. During this phase of the buildup, the Army provided in-theater support for other Services and arranged contracted and host-nation support, including water, subsistence, fuel, transportation, and sanitary support.

EMPLOYMENT OF THEATER ARMY IN DESERT SHIELD AND SIMILAR SCENARIOS

2-7. The command structure established by Central Command for Desert Shield (and later Desert Storm) was unique in several ways. First, General Schwarzkopf did not establish a subordinate JTF to mission command the operation. Instead, GEN Schwarzkopf, as Central Command commander, retained direct control of his Service and functional components. In addition, he personally served as the land component commander over Third Army (including two Army corps) and the First Marine Expeditionary Force. General Schwarzkopf did not use a joint force land component commander as advocates of joint doctrine might have expected. However, GEN Schwarzkopf did exercise mission command over all Army forces through a single ASCC headquarters, United States Army Central Command, and Third Army, commanded by Lieutenant General Yeosock. Lieutenant General Yeosock also performed overall land component planning responsibilities for GEN Schwarzkopf in the absence of a dedicated joint force land component commander. United States Army Central Command provided administrative control over all Army forces deploying into the AOR and sustainment support to Army, joint, and multinational forces engaged in the operation (including Army support to other Services, common-user logistics, and Army executive agent functions). United States Army Central Command opened the theater, established aerial and seaports of debarkation, and organized base support areas in Saudi Arabia and in the United Arab Emirates. This is consistent with the current sustainment concept of support (developed and implemented several years after Desert Shield) and the theater army roles and responsibilities for supporting the GCC's requirements across the AOR and in support of JOAs opened within the AOR, as set forth in this manual. United States Army Central Command executed these Army support functions, even though it did not have a theater sustainment command or other theater enabling commands subsequently provided under current modular Army designs.

2-8. The early phases of Desert Shield provide a scenario to examine options for employing the theater army CCP as a forward command post for immediate response to a crisis. In limited intervention operations such as deterrence or show of force, the very act of deploying an operational command post to a forward location is provocative and may strongly influence the behavior of potential adversaries. It is both a demonstration of political will to confront potential adversaries as well as a practical preparatory measure to establish forward mission command capabilities for the initiation of military operations should deterrence fail. Coupled with the rapid deployment of even a token combat force (in this case, the ready brigade of the 82nd Airborne Division), the timely deployment of a forward command post is a powerful deterrent. The theater army CCP design facilitates its use for immediate response to unanticipated crises and is a viable option in this scenario. Even for operations like Desert Shield, where an extended build-up of forces was expected, the CCP could have been employed effectively as the nucleus of an early entry forward command post for either Central Command or United States Army Central Command. The CCP could have provided mission command for the immediate response force until reinforced or relieved by a warfighting headquarters capable of commanding and controlling sustained operations (Army division or corps).

2-9. In scenarios similar to Desert Shield, the CCP can form the nucleus of a JTF headquarters, with several options available to the GCC. The GCC can designate the theater army as the JTF headquarters, with the theater army commander functioning as both the Army Service component commander and the JTF commander. Another option is for the GCC to task the theater army to provide the CCP and its personnel to form the core of an ad hoc JTF headquarters under the command of the GCC or other designated senior officer (i.e. another component commander or the GCC's deputy). The theater army, with its CCP, can also be designated the joint force land component or operational Army forces (with direct operational control of forces) under a JTF for smaller scale contingency operations. The theater army retains its responsibilities for administrative control, Army support to other Services, Army executive agent, common-user logistics, and all Army service functions (under Title 10, United States Code), even if the theater army commander commands the JTF, joint force land component, or operational Army forces. The CCP can provide the current operations command post functions, relying on the theater army main command post and enabling command and brigades for planning, analysis, and coordination support. The main command post can then focus on sustainment support for Army and joint forces, both AOR-wide and within the JOA.

EXAMPLE NUMBER 2: OPERATION ASSURED RESPONSE— LIBERIAN NONCOMBATANT EVACUATION OPERATION

2-10. The second example, from Operation Assured Response, offers a historical scenario in which the theater army CCP's immediate response capability could have been effectively employed. It also offers an example of how one headquarters formed the combined JTF and was subsequently relieved by another more capable headquarters. This type of situation was contemplated for the CCP in cases when the operation extends beyond 30 days. Finally, Operation Assured Response provides an example of circumstances in which the JTF forward command post established itself outside the area of operations – a likely scenario for CCP deployments.

2-11. For Operation Assured Response in Liberia, forces from the Republic of Georgia, Italy, and Germany joined with U.S. special operations, Air Force, Navy, and Marine forces to conduct a noncombatant evacuation operation. In early 1996, gunmen filled the streets of Monrovia, Liberia as the country split into armed factions intent on seizing power. The situation worsened as faction members took hostages.

2-12. On 9 April 1996, President Clinton ordered the U.S. military to evacuate Americans and designated third party foreign nationals. In rapid response, the Army deployed special forces, an airborne infantry company, signal augmentation, and a medical section as part of a special operations task force from Special Operations Command–Europe, known as JTF Assured Response. (Refer to figure 2-3. below and figure 2-4 on page 2-5.)

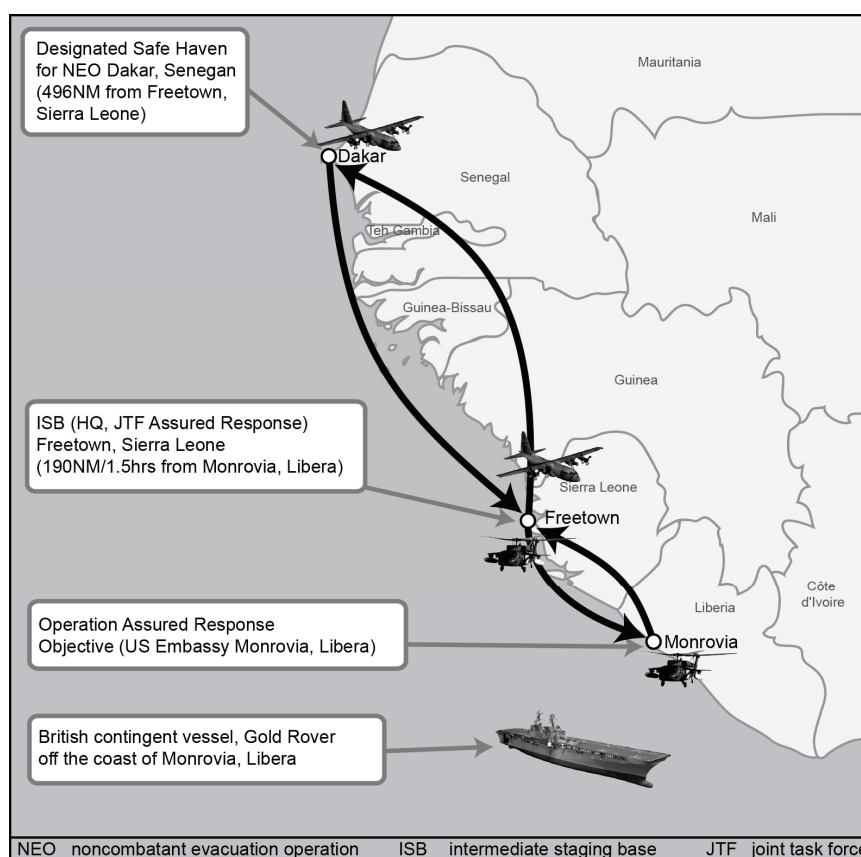


Figure 2-3. Noncombatant evacuation operation: Operation Assured Response

2-13. Phase I consisted of setting up an intermediate staging base in Freetown, Sierra Leone (190 nautical miles from Monrovia, Liberia). The intermediate staging base housed the headquarters, JTF Assured Response and the airhead to facilitate the helicopter evacuations from the U.S. Embassy in Monrovia. The evacuees would then be transloaded into C-130s for onward movement to the established safe haven of Dakar, Senegal (496 nautical miles from Freetown).

2-14. Phase II began when the JTF assumed operational control of the forces required to execute the operation and received and reassembled the helicopters for airlift of special operations formations into Monrovia and evacuees out of Monrovia.

2-15. Phase III consisted of Army forces entering into Monrovia's Mamba Point embassy district where they established security for international relief agencies headquartered there. Additional Army forces reinforced Marine guards at the American embassy and secured the central evacuee assembly collection point. Navy helicopters then flew the evacuees to Sierra Leone with further evacuation to the safe haven in Dakar, Senegal, via C-130s.

2-16. Phase IV, the final phase, ended the noncombatant evacuation operation and redeployed forces.

2-17. The combined capabilities of the Army, other Services, and multinational troops evacuated 2,444 U.S. and foreign citizens from 73 countries from Liberia, demonstrating the effectiveness and importance of synchronized joint, multinational operations.

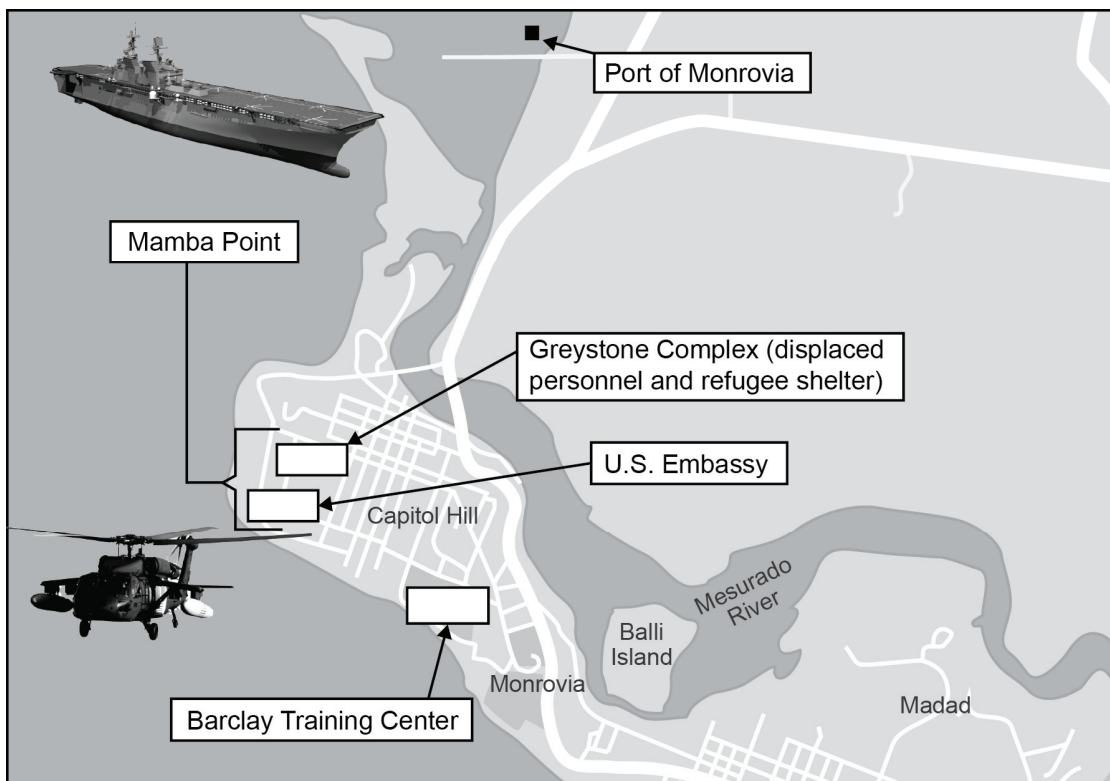


Figure 2-4. Noncombatant evacuation operations in Monrovia, Liberia

EMPLOYMENT OF THEATER ARMY IN OPERATION ASSURED RESPONSE AND SIMILAR SCENARIOS

2-18. Operation Assured Response provides a noncombatant evacuation operation scenario to examine employment options for the CCP. Historically, U.S. European Command, utilizing its special forces component to form the initial combined JTF headquarters, conducted the operation. The subsequent

establishment of U.S. Africa Command with U.S. Army Africa as its Army Service component commander raises questions regarding the relevance of the historical U.S. European Command command and control structure. The main question is how U.S. Africa Command and U.S. Army Africa approach an Operation Assured Response scenario, given their lack of theater-committed forces. The discussion that follows will examine the scenario from the perspective of U.S. Africa Command and U.S. Army Africa and their current lack of theater-committed forces.

2-19. Special Operations Command, U.S. European Command, used organic C2 elements in the formation of the headquarters JTF Assured Response. However, lacking the theater-committed headquarters and subordinate forces readily available for crisis response, U.S. Africa Command's options are more limited. U.S. Army Africa, with its CCP, is both immediately available and capable of commanding and controlling these types of operations involving limited numbers of units, small force packages, and operations of limited duration. The theater army CCP can form the nucleus of a small JTF headquarters, commanded by the U.S. Army Africa commander or other GCC designated senior officers. However, the force packages required to execute the evacuation operations (security, aviation, airlift, medical treatment and sustainment) must come from sources outside the AOR.

EXAMPLE NUMBER 3: HURRICANES GEORGES AND MITCH: DISASTER RELIEF AND FOREIGN HUMANITARIAN ASSISTANCE

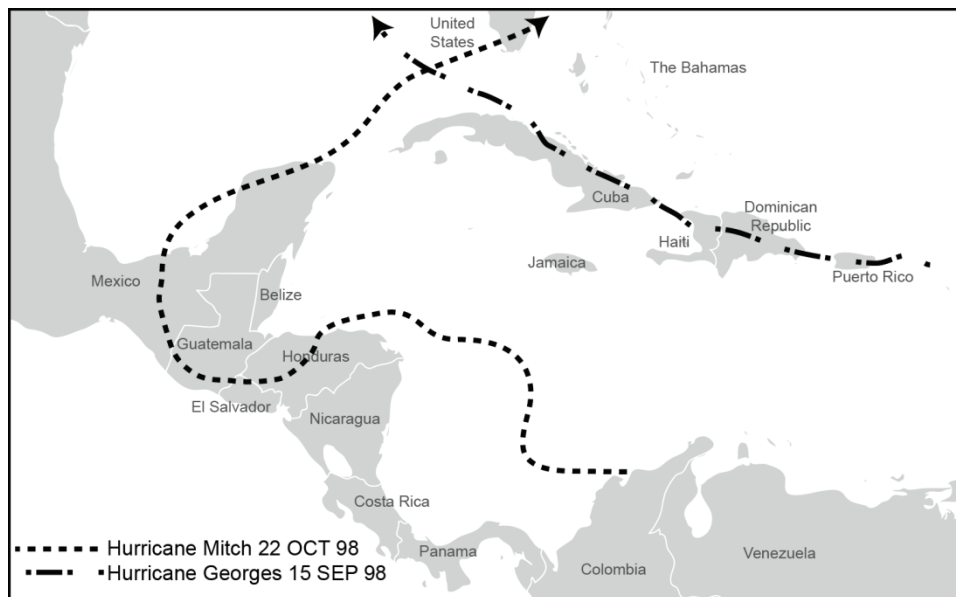


Figure 2-5. Disaster relief and foreign humanitarian assistance

2-20. The theater army's CCP is well suited to provide mission command for Army or joint forces engaged in humanitarian assistance or disaster relief. The Department of Defense (DOD) normally has a supporting role in humanitarian assistance and disaster relief operations, with the U.S. ambassadors or chiefs of mission posted to the affected host nations and U.S. Department of State as the U.S. Government agency lead. However, exceptions do exist. Two exceptions are the when the U.S. mission is not functional because of damage or the host nation government collapses and the country descends into anarchy. In such extreme cases, the operation often changes from humanitarian assistance and disaster relief to other forms of international intervention. This was not the case in the fall of 1998 when Hurricane Georges and Hurricane Mitch devastated several countries and the U.S. Territory of Puerto Rico within weeks of each other. (See figure 2-5 above, figure 2-6 on page 2-7, and figure 2-7 on page 2-8.) These scenarios are useful for exploring the options available to the GCC for CCP employment. These scenarios provide examples of how very small JTFs deal with specific country situations, with a higher JTF providing centralized planning and coordination of DOD support to interagency efforts and unified action plans. All this is conducted

under environmental, diplomatic, and political circumstances that vary widely between affected host nations. For example, one can compare the diplomatic challenges of deploying U.S. military forces into Nicaragua for disaster relief to the relatively benign diplomatic environment in Honduras. The paths of the hurricanes are shown in figure 2-5.

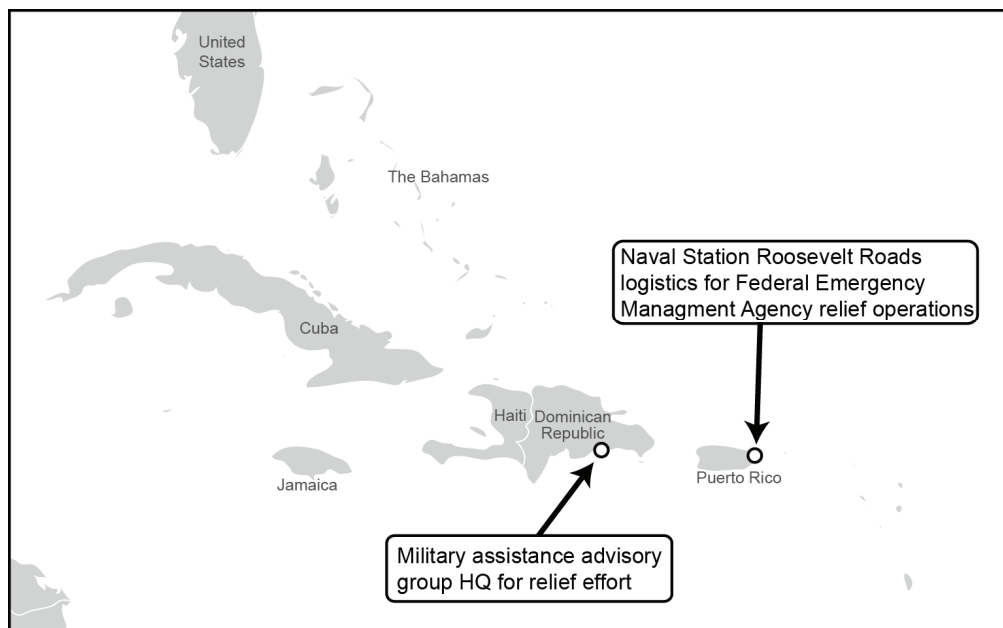


Figure 2-6. Hurricane Georges 15 September 1998

2-21. In the fall of 1998, two devastating hurricanes (Hurricane Georges and Hurricane Mitch) hit within a four-week span in the Caribbean and Central American areas, affecting both foreign territories and U.S. territory (especially Puerto Rico). These two hurricanes caused a substantial number of deaths and injuries and caused widespread property damage. U.S. military forces, specifically those within the United States Southern Command AOR, mounted large-scale responses to these disasters, in conjunction with the affected countries, civilian relief agencies of the U.S. Government, foreign governments, the United Nations, nongovernmental organizations, private businesses, and individuals. The Southern Command commander created two JTFs for disaster response, reoriented the mission of a third JTF toward relief efforts, and employed more than 7,000 U.S. military personnel deployed to the region to assist with the response to the damage caused by these events.

2-22. For Hurricane Georges, U.S. military assistance focused on civil support operations in Puerto Rico, in support of Federal Emergency Management Agency and humanitarian assistance and disaster relief in the Dominican Republic, in support of the Office of Foreign Disaster Assistance. U.S. military personnel, stationed in Haiti as part of Support Group Haiti, provided limited assistance in that nation. In the eastern Caribbean islands, the U.S. military provided limited but important support.

2-23. The DOD asset in greatest demand following Hurricane Georges was air transport, both strategic lift into the area of operations and theater lift to distribute relief supplies. Another major asset employed was a disaster response joint task force, designated JTF Full Provider. It was deployed aboard the USS Bataan with 900 U.S. Marines from the second force Service support group. JTF Full Provider coordinated U.S. military support of both Puerto Rico civil support operations and foreign disaster relief in such places as the Dominican Republic. In Puerto Rico, Naval Station Roosevelt Roads became the logistics hub for Federal Emergency Management Agency relief operations. In the Dominican Republic, the military assistance advisory group provided essential coordination with the country team and host nation military and support at Santo Domingo airport for the relief effort.

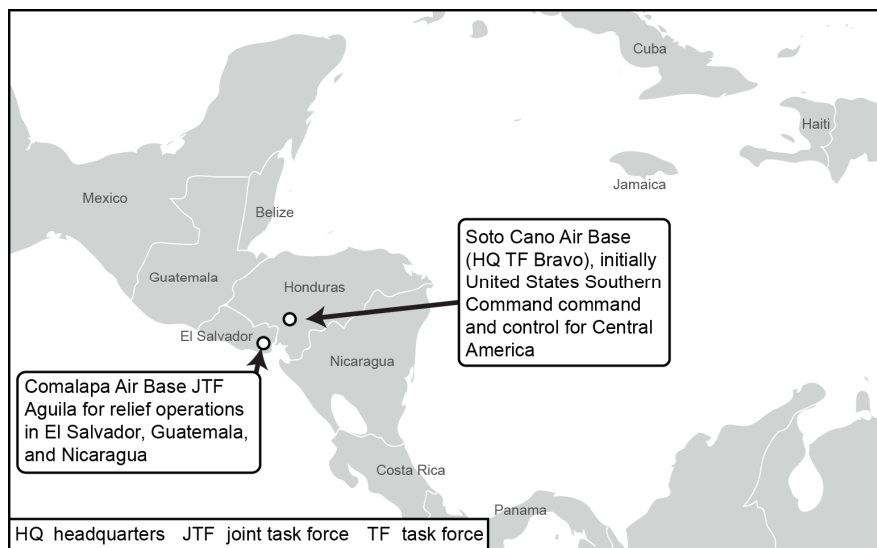


Figure 2-7. Hurricane Mitch 22 October 1998

2-24. The DOD response to Hurricane Mitch far surpassed the response to Hurricane Georges in scope, complexity, cost, and duration, as well as in the range of policy issues it generated. U.S. military personnel conducted significant relief operations in the four Central American countries primarily affected by Hurricane Mitch. Honduras and Nicaragua were the two most seriously affected nations, followed by Guatemala and El Salvador, which suffered moderate damage. In each of the affected countries, U.S. military units concentrated their activities in specified geographic regions, assigned through discussions with host governments, to complement ongoing host nation and other responses, rather than operating countrywide. U.S. based air and sea military transport assets moved large quantities of personnel and materiel to the area of operations.

2-25. With the deployment of over 5,000 military personnel and 63 aircraft to the Central American region, U.S. forces provided services including search and rescue, damage assessments, airfield management, food delivery, immunizations against epidemic diseases, veterinary care, bridge and road reconstruction, water purification, liaison, and planning. During these efforts, DOD personnel interfaced with government officials, international and local nongovernmental organizations, local and third country military forces, United Nations agencies, banana plantation owners, local religious and community leaders, and traumatized villagers. Mission command of military forces for the Hurricane Mitch operation initially fell to JTF Bravo located on Soto Cano Air Base in Honduras. However, the massive devastation in Honduras required JTF Bravo's full attention, and a second JTF was established on the Comalapa Air Base, El Salvador (JTF Aguila) with subordinate reporting JTFs set up in the counties of Guatemala and Nicaragua. The overall operations consisted of the following three phases: the emergency relief phase, commencing when the Hurricane struck Central America and continuing through mid-December 1998, the rehabilitation phase, commencing in mid-December 1998 and continuing until approximately 26 February 1999, and the reconstruction phase, commencing at the end of the rehabilitation phase and continuing into September 1999.

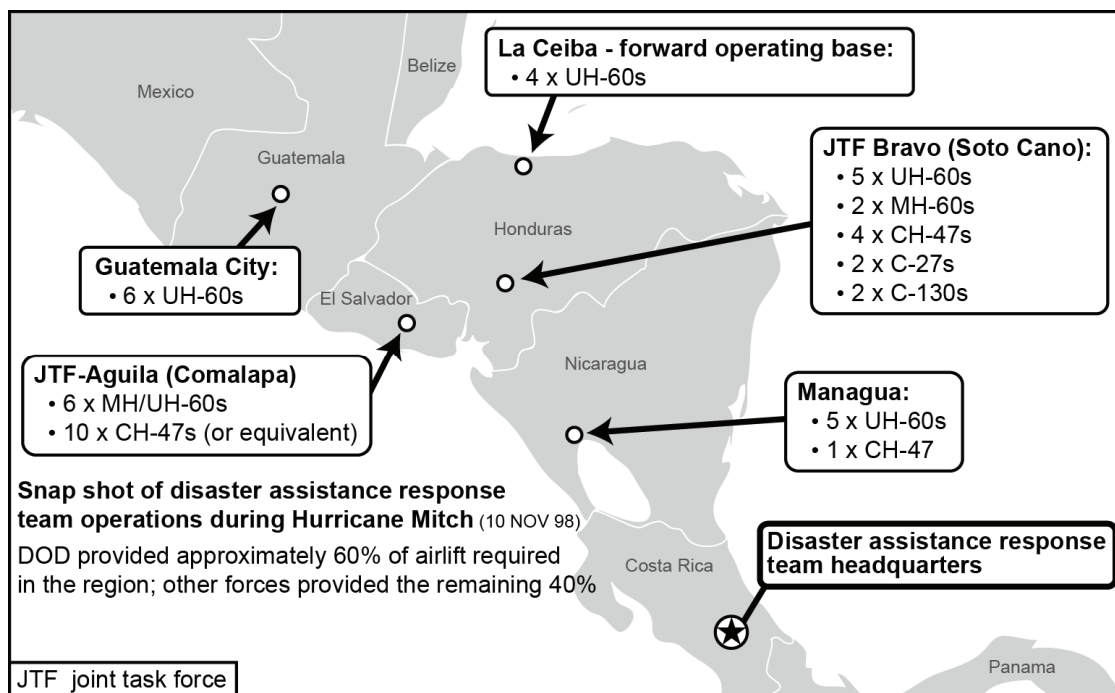


Figure 2-8. Office of U.S. Foreign Disaster Assistance funded DOD air assets

2-26. The U.S. Government funded assessment teams and deployed disaster assistance response teams from the Office of U.S. Foreign Disaster Assistance to the region. (See figure 2-8.) These teams provided airlift and sealift to Central America, funded U.S. military helicopter transport within affected areas, and financially supported many local relief efforts of host governments, regional organizations such as the Pan American Health Organization, and nongovernmental organizations.

2-27. The Hurricane Georges and Hurricane Mitch humanitarian assistance and disaster relief operations provide multiple examples of the CCP's effective employment. Deliberately organized to provide the capabilities to monitor and control current operations, the CCP can form the nucleus or core element of a small JTF headquarters. The CCP-based JTF receives augmentation from the theater army main command post, the GCC staff, and other Service component commands to provide needed capabilities. The CCP is available to mission command and coordinate the immediate response to a crisis. Coordination consists of working with U.S. military assistance groups to assess requirements of the U.S. country team and the host nation and facilitating the deployment of disaster assistance response teams. Additional coordination is required for the delivery of relief supplies and follow-on disaster relief forces such as U.S. Army engineers, aviation elements, medical treatment teams, and airfield control parties. Since the DOD will probably have a supporting role in most humanitarian assistance and disaster relief operations, a CCP-based JTF can manage the coordination of DOD support to multiple countries (through U.S. military groups and country teams) as well as civil support operations similar to the Hurricane Georges effort in Puerto Rico. The CCP design facilitates its use as the nucleus of a smaller subordinate JTF like JTF Aguila in El Salvador. The theater army, with its CCP, provides the GCC with an additional tool to meet the mission command requirements for effective crisis response for humanitarian assistance and disaster relief or other types of limited operations.

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Chapter 3

Theater Army Main Command Post Organization

3-1. The main command post performs most of the administrative functions traditionally associated with the Army Service component command. Figure 3-1 depicts the theater army 5.4 main command post organization. (This organization is in accordance with design, not with the modified table of organization and equipment or the Table of Distribution and Allowance.)

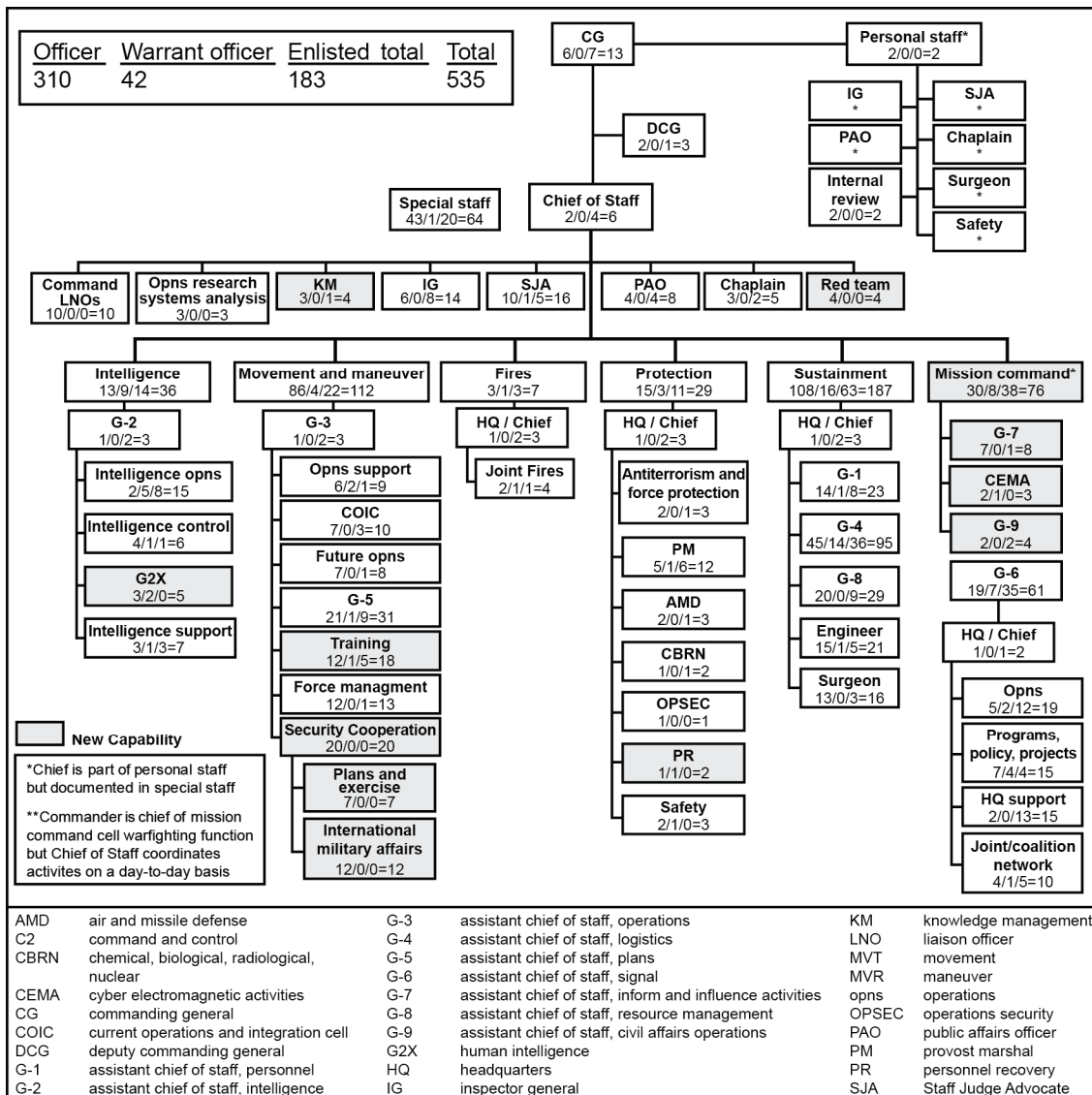


Figure 3-1. Theater army 5.4 main command post organization

3-2. The main command post is primarily responsible for planning, coordination, Title 10, administrative control, Army support to other Services, and Army executive agent functions in support of the geographic combatant commander's (GCC) area of responsibility (AOR) (see appendix). The theater army is responsible for providing administrative control over all Army forces forward-stationed, transiting, or

deployed to the AOR and controls Army support to joint, interagency and multinational elements, as directed by the GCC. In most cases, the theater army fulfills these responsibilities by allocating resources and delegating missions to subordinate theater enabling commands or brigades, which conduct the detailed planning and execution (actual delivery of products or services).

3-3. The main command post also supports Army, joint, and multinational forces deployed to joint operational areas established within the AOR. Such support includes theater opening, reception, staging, onward movement, and integration, common-user logistics, and other services associated with Army executive agent responsibilities. The vast majorities of these responsibilities are sustainment related, and are performed through the subordinate theater sustainment command or deployed expeditionary sustainment command. Other, nonsustainment Army support to other Services and Army executive agent responsibilities of the theater army include the following:

- Air and missile defense.
- Chemical, biological, radiological, and nuclear operations.
- Military working dog program.
- General engineering.
- Detention operations.
- Military postal services.
- Civil affairs.
- Communications.
- Defense support to civil authorities.
- U.S. military confinement facilities.
- Mapping, charting, and geodesy.
- Joint combat camera.

(See appendix for a complete listing of Army support to other Services, Army executive agent, and operation plan and concept plan-derived responsibilities.)

3-4. The main command post is primarily a planning and coordination element, and it is responsible for developing and maintaining operation plans, concept plans, and Service supporting plans to the GCC's theater campaign plan. The main command post may provide mission command over Army forces involved in operations, training exercises, and other theater security cooperation activities. It also conducts collaborative planning with any Army headquarters designated to deploy within the AOR. This collaborative planning support facilitates the transition of existing operation plans or concept plans into the incoming headquarters own operation orders for execution, and it provides the theater army's regional expertise to support planning and executing operations, exercises, or other theater security cooperation activities. The main command post provides direct planning support to the contingency command post when it deploys (as a forward command post) to mission command smaller scale contingency operations or to participate in exercises and other theater security cooperation activities.

3-5. As a steady state headquarters, the theater army's normal battle rhythm and work schedule conform to mission requirements and are coordinated with the supported GCC headquarters. As directed by the commander, the chief of staff may extend or modify the battle rhythm and work schedule of the staff in accordance with operational requirements.

3-6. The main command post contains functional, coordinating, special, and personal staff organized into six logical functional groupings called warfighting cells. The six functional cells are intelligence, movement and maneuver, fires, protection, sustainment, and mission command. The theater army chief of staff is responsible for overall supervision of main command post operations, and for organizing and training the staff, in accordance with the commander's guidance.

3-7. The theater army command group includes the commander, a deputy commander, the command sergeant major, the chief of staff, the secretary to the general staff, the political advisor, the science advisor, the enlisted and officer aides to the commanding general and deputy commanding general, and administrative staff and drivers.

3-8. The personal staff includes the chiefs of the following staff sections: internal review, chaplain, public affairs office, staff judge advocate, surgeon, safety, and the inspector general.

3-9. The special staff includes all staff elements which are not personal staff or not assigned to a primary coordinating staff section. The theater army special staff includes the following staff elements: inspector general, staff judge advocate, public affairs, knowledge management, chaplain, red team, operations research systems analysis, command liaison teams, and digital liaison detachments (when applicable). (See FM 5-0 for more information on special staff.)

3-10. The intelligence cell is composed of the intelligence operations, intelligence control, G-2X (counterintelligence and human intelligence operations manager) and intelligence support sections, and the United States Air Force staff weather office. The G-2 (assistant chief of staff, intelligence) is the chief of the intelligence cell and acts as the theater army's senior intelligence officer and principal intelligence advisor to the theater army commander.

3-11. The movement and maneuver cell forms the three integrating cells: the current operations integration cell, the future operations cell, and the plans cell (see FM 5-0). The G-3 (assistant chief of staff, operations) is both the theater army operations officer, responsible for integrating all components of the operation into the theater army's single, unified operation, and the chief of the movement and maneuver warfighting functional cell. The movement and maneuver cell consist of the following sections and their subordinate elements: operations support, training, security cooperation, and force management.

3-12. The fires cell is composed of a headquarters and joint fires sections. The fires cell director is the theater army's chief of fires.

3-13. The protection cell is composed of the provost marshal, chemical, biological, radiological, and nuclear defense, air and missile defense, antiterrorism, force protection, personnel recovery, and safety staff sections. The protection cell is also responsible for the operations security function. The chief of the protection cell is a multifunctional officer specialty open to military police, chemical, or engineer officers. The corps 4.1 design aligns the engineer section under the protection cell. The theater army design aligns the engineer section under the sustainment cell, since its primary duties are sustainment related. The Universal Joint Task List supports this difference by aligning engineer functions under sustainment instead of protection.

3-14. The sustainment cell is composed of the G-1 (assistant chief of staff, personnel), G-4 (assistant chief of staff, logistics), G8 (assistant chief of staff, resource management), engineer, and surgeon staff sections. The chief of the sustainment cell is a general officer.

3-15. The mission command cell is composed of the G-7 (assistant chief of staff, inform and influence activities), G-9 (assistant chief of staff, civil affairs operations), and the G-6 (assistant chief of staff, signal) sections. The mission command cell is an abstract construction, and does not function in the same manner as the other warfighting functional cells. Although the theater army commander is, conceptually, the chief of the mission command cell, the commander does not manage the day-to-day activities of the cell. As a practical matter, the chief of staff is responsible for the day-to-day activities management and integration for the functions of all component sections of the cell. Unlike the other G-staff and functional cells, Army Service component commanders supported by a signal command or brigade do not have a permanently assigned G-6 (assistant chief of staff, signal) to the theater army headquarters. The commander of the signal command (theater or brigade) performs as both the theater army G-6 and the signal chief in theaters assigned this enabler.

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Chapter 4

Theater Army Contingency Command Post

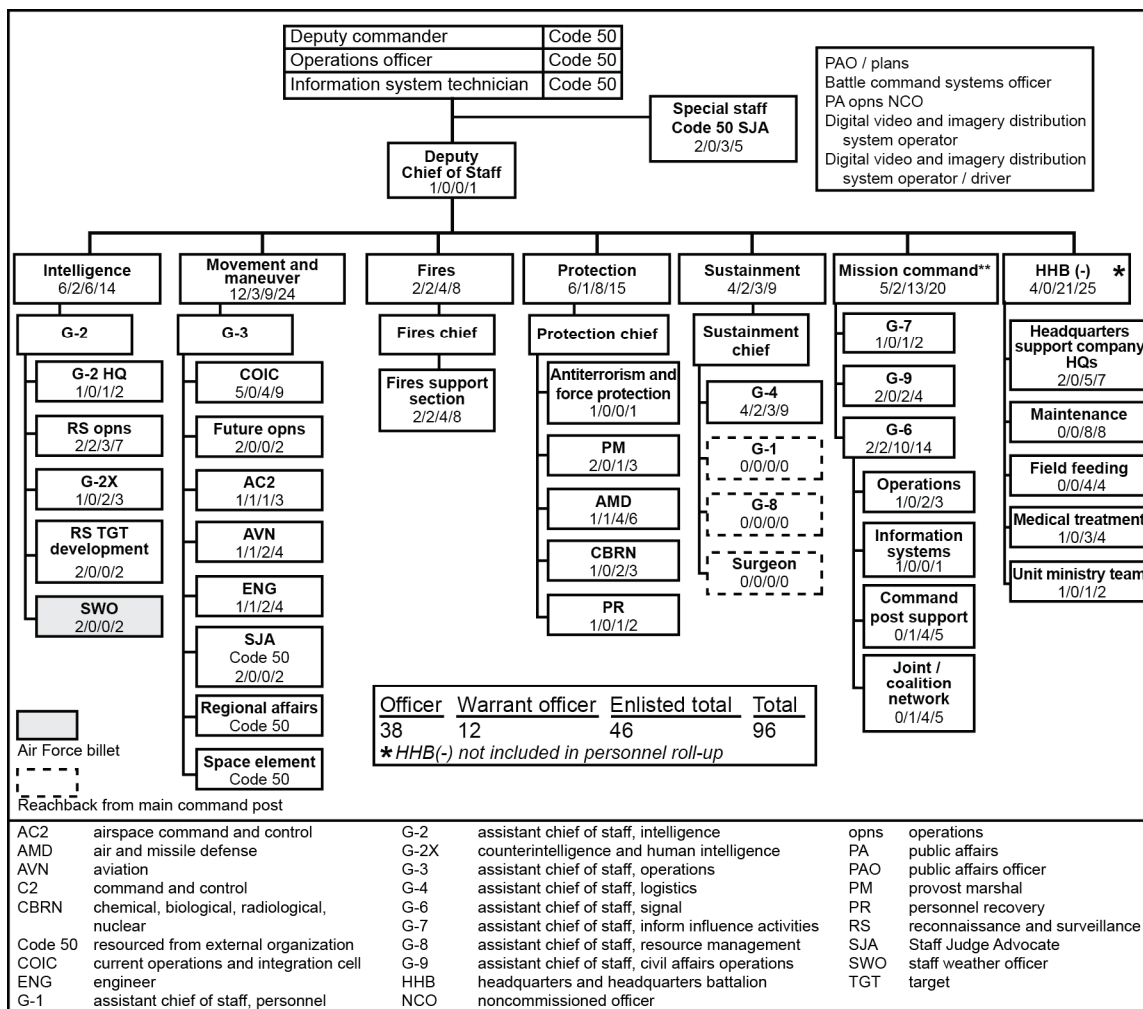


Figure 4-1. Theater army 5.4 contingency command post organization

4-1. The contingency command post (CCP) is a relatively lean, deployable element of the theater army headquarters, designed specifically to meet the geographic combatant commander's (GCC's) requirements for a limited mission command capability. Figure 4-1 depicts the theater army 5.4 CCP. (This organization is in accordance with design, not with the modified table of organization and equipment or the Table of Distribution and Allowance.) The real value of the CCP is its immediate response capability, rather than its capability to mission command complex or sustained operations. During steady-state operations, the CCP will normally co-locate with the main command post for stationing purposes, but remain organized as a separate command post. Maintaining the CCP separately facilitates its staff training for their operational mission command functions and enhances its ability for rapid response or deployment as well.

4-2. The CCP is capable of providing limited mission command of operations. Normally, mission command requires the CCP to operate continuously 24 hours a day, seven days a week from initiation of the operation until completion, or until it is relieved. The CCP provides two fully functional 12-hour shifts to operate the current operations integration cell. Other staff capabilities, which are not required on a continuous basis, are organized to provide 24-hour on-call services, as required. The design team determined 30 days of continuous operations is the upper limit for the CCP to mission command operations. However, the CCP is capable of operating beyond 30-days, if augmented or performing relatively simple operations. Thus, the decision on whether or not to employ the CCP for a given mission involves taking fully into account the CCP's inherent capabilities and limitations.

4-3. The CCP can facilitate the deployment of a joint task force (JTF) or joint force land component commander during the initial phase of a joint campaign, but it is primarily intended to provide the theater army with a capability to directly mission command smaller types of limited intervention or peace operations. These operations can range from contingency assessment to facilitating theater army forward mission command of noncombatant evacuation, foreign humanitarian assistance, and peace operations. These operations can take place in both permissive and nonpermissive environments where major combat operations are not anticipated. However, these operations may involve some combat, but it would be limited in scale, scope, complexity, expected intensity, and duration.

4-4. The CCP provides several options for employment. First, the theater army may be designated as a JTF or joint force land component command headquarters for a limited intervention or peace operation. In this case, the CCP forms the nucleus (personnel and equipment) of a JTF under the direct command of the theater army commander (who is subordinate to the GCC). Secondly, the GCC might task the theater army to provide the CCP as the nucleus (personnel and equipment) of a small JTF, probably commanded by the theater army deputy commanding general. In the first two cases, the CCP would receive augmentation from the GCC staff, the GCC's standing joint force headquarters element, or a joint staffing document tailored to the mission. In the last case, the CCP can deploy to conduct crisis assessments or to function as a form of mobile command group in part or together. The group could then integrate with forward-based staff in existing facilities to provide the theater army commander with a forward presence. Additionally, the CCP also provides the theater army commander a flexible command post to participate in or provide exercise control headquarters for joint or combined exercises.

CONTINGENCY COMMAND POST ROLES AND MISSIONS

4-5. Paragraphs 4-6 through 4-10 discuss the roles and missions of the CCP.

NONCOMBATANT EVACUATION OPERATIONS

4-6. The CCP is capable of commanding and controlling noncombatant evacuation operations in permissive, uncertain, and hostile operational environments, including missions involving limited combat and security operations (limited in terms of scale, scope, complexity, intensity, and duration).

CONSEQUENCE MANAGEMENT

4-7. The CCP is capable of providing the initial mission command for consequence management operations. One example of an augmentation force is the weapons of mass destruction coordination element. However, for sustained operations, the command must augment the CCP or replace it with a headquarters more capable of commanding and controlling sustained operations for consequence management.

FOREIGN HUMANITARIAN ASSISTANCE AND DISASTER RELIEF

4-8. The CCP is capable of rapidly deploying an assessment team to assess foreign humanitarian assistance and disaster relief needs for the theater army or unified commander. The CCP has the capability to mission command foreign humanitarian assistance and disaster relief operations, including those in nonpermissive operational environments requiring limited combat or security operations. The CCP can accomplish this task when provided subordinate units with tailored capabilities appropriate for the mission. One example is additional liaison teams to coordinate with U.S. Government agencies, host nation authorities, and international organizations.

PEACE OPERATIONS

4-9. The CCP is capable of providing mission command of the initial phases of peace operations, limited in scope, scale, complexity, intensity and duration, given a set of subordinate elements with appropriate combat capabilities. Peace operations normally involve the deployment of significant military forces for extended or protracted periods (as in Bosnia, Kosovo, and Sinai) for which the CCP is obviously ill suited. However, it is the CCP's capability to mission command immediate response forces that lends itself to a limited role for the CCP in peace operations. This is particularly true where the immediate insertion of U.S. military forces is required to separate two or more antagonists who have mutually agreed to stop shooting at each other. The command must augment the CCP with a headquarters more capable of commanding and controlling sustained operations for consequence management.

THEATER SECURITY COOPERATION AND BUILDING PARTNER CAPACITY

4-10. The ability to conduct theater security cooperation and partner building activities is incidental and not a doctrinal requirement for the CCP. The CCP is capable of commanding and controlling selected Army elements participating in joint and combined exercises with land forces of partner nations within the GCC's AOR (area of responsibility), either as an exercise control headquarters or as a participating unit replicating the command post of other Army warfighting headquarters. The CCP is capable of providing command post and staff capabilities tailored to the requirements of specific bilateral wargames, simulations, and command post exercises. This capability provides an opportunity to promote inter-operability between U.S. and multinational military forces. Common doctrine and standard operating procedures are a few examples of how these opportunities are beneficial. The CCP can also provide the nucleus of a tailored (ad hoc) command post for Army, joint, or multinational exercises, including joint augmentation from other Services.

CAPABILITIES

4-11. The CCP provides full capability to perform all required mission command tasks and functions 24 hours a day, seven days a week, within previously stated limitations.

4-12. The CCP and its organic equipment are capable of deploying by C-130 aircraft. The ability to deploy quickly to any area within the AOR maximizes the CCP's utility.

4-13. The CCP is capable of mission command for multiple subordinate units up to brigade size. The CCP increases its span of control for specific mission requirements with augmentation from other theater army headquarters or theater troops. For planning purposes, the CCP is capable of commanding and controlling up to two brigade-sized units or six subordinate elements, which may be any combination of brigade combat teams, functional brigades, battalions, or tailored task force packages. The CCP cannot function as the primary command post for major operations involving multiple brigade-sized formations operating for extended periods, or in intense combat, unless augmented. A variety of sources can provide the needed augmentation, including the main command post, the GCC staff, other Service component commands, and a joint staffing document request. An Army division or corps headquarters provides another option because it possesses the capability to exercise a greater span of control.

4-14. The CCP staff is capable of accessing and employing joint fires, within the limitations on combat operations and dependencies listed below. The combatant command, joint, or Service headquarters provide other joint capabilities and augmentation if necessary. The CCP coordinates additional required capabilities through the main command post.

4-15. The administrative and sustainment support for the CCP is provided by the headquarters support company, which provides field feeding, supply, sanitation, level one medical treatment, and level one maintenance to the deployed CCP. It is dependent on the theater army's headquarters and headquarters battalion for higher echelon support beyond the capability of the headquarters support company.

LIMITATIONS

4-16. The CCP cannot mission command protracted military operations, unless appropriately augmented, reinforced, or relieved. As a planning factor, 30 days of continuous operations is considered the maximum duration that the CCP can effectively operate without augmentation.

4-17. The CCP is designed to mission command military operations of limited scope (range of activities), scale (dimensions of the area of operations, number of units and size of forces), complexity (number of simultaneous, inter-related activities), and intensity (speed, tempo, degree of lethality or destruction within a given timeframe). The CCP must receive augmentation and be reinforced or relieved, if the requirements exceed previously stated limitations. The CCP provides the GCC and the theater army commander with a limited, in-house operational mission command capability. It is not, however, the only or the preferred tool for all contingencies.

DEPENDENCIES

4-18. The CCP performs the current operations and execution functions of an operation. It is dependent upon the theater army main command post for operational planning support, intelligence support, sustainment coordination, special staff functions, and tailored staff support, as required, for the conduct of military operations within the GCC's AOR. Although the CCP will actively participate with the main command post planning staff in the collaborative planning process, the main command post will normally produce the operation orders, and the CCP will focus largely on controlling the execution of the plan, including short-term assessment of operations.

4-19. The CCP is dependent upon the main command post for the following actions:

- Planning and coordinating assigned theater security cooperation exercises and missions through the security cooperation section.
- General Title 10, administrative command support of the headquarters and any Army units under operational control or attached to the theater army for operations.
- Planning and integration of Army support to other Services, common-user logistics, and Army executive agent services and responsibilities.

4-20. The CCP is dependent upon the main command post for the following staff functions, services, and products:

- Red team advice and assessment.
- Knowledge management.
- Inspector general support.
- Staff weather officer feeds (weather data).
- Geographic intelligence element feeds (geospatial products, data, and topographic support).
- Space support.
- Other special staff functions, as required.

4-21. The CCP is dependent upon the signal command (theater) for up to SECRET network transport capability and network operations. Based on specific mission requirements, the signal command (theater) will provide tailored communication support teams to support the CCP.

4-22. The CCP is dependent upon the theater-level military intelligence brigade for regionally focused intelligence collection, analysis, and production. Additionally, the CCP is dependent on the military intelligence brigade for Trojan Spirit long-haul intelligence satellite communications for Joint Worldwide Intelligence Communications System network connectivity. The CCP is dependent upon the military intelligence brigade for top secret and sensitive compartmentalized information communication and information system support.

4-23. The CCP is dependent upon the theater sustainment command capability and its subordinate expeditionary sustainment command for theater opening, reception, staging, onward movement, and integration and the establishment and operation of sustainment activities to support CCP controlled operations. The CCP is dependent upon external assets, provided or coordinated by the theater support command, for ground movement.

4-24. The CCP is dependent upon a U.S. Air Force tactical air control party or other appropriate U.S. Air Force coordination element for the coordination and terminal guidance of close air support, and for the coordination of other tactical air support missions in support of CCP controlled operations.

4-25. The CCP is dependent upon intratheater airlift for rapid deployment of the command post within the GCC's AOR.

4-26. The CCP has no organic security element, and it is dependent upon subordinate units that are attached or under operational control for the provision of command post perimeter security, access control, and personal security detachment services for the commander, as required by the situation.

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Chapter 5

Theater Army Headquarters and Headquarters Battalion

5-1. The theater army headquarters and headquarters battalion provides the administrative and sustainment support to the theater army headquarters, to include the contingency command post when it deploys for any operation. The headquarters and headquarters battalion is organized with a commander, command group, a battalion staff (S1, S2, S3, and S4), and three subordinate companies, described in figure 5-1. (This organization is in accordance with design and not the modified table of organization and equipment or the Table of Distribution and Allowance.)

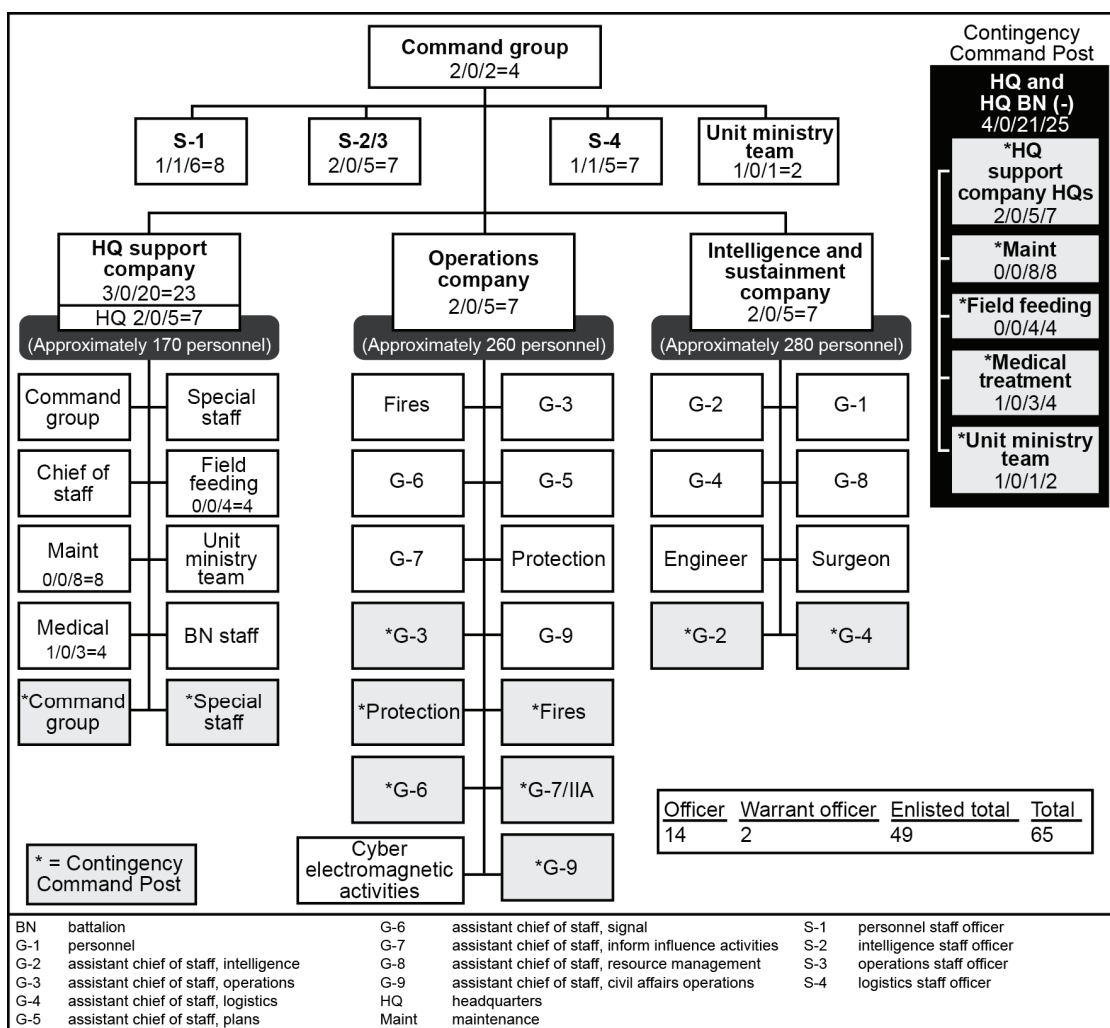


Figure 5-1. Theater army 5.4 headquarters and headquarters battalion organization

5-2. The headquarters support company is designed to deploy with the contingency command post to provide sustainment support and mission command the local security section provided by an outside organization. Theater army personnel assigned to the headquarters support company include the commanding general section, the deputy commanding general section, the personal staff, the chief of staff

section, the special staff, the headquarters and headquarters battalion headquarters staff, the contingency command post command group, the contingency command post special staff, and the contingency command post support sections.

5-3. The operations company consists of a standard company headquarters element and the personnel of the main and contingency command post cells and sections: movement and maneuver, protection, and mission command (including the G-6).

5-4. The intelligence and sustainment company is composed of a standard company headquarters element and the personnel of the intelligence and sustainment cells of the main and contingency command posts.

5-5. The contingency command post, and the headquarters support company which supports it, are dependent upon the theater army headquarters and headquarters battalion for all administrative control services and Title 10, United States Code support.

Chapter 6

Theater Army Command Group

6-1. The theater army command group is responsible for providing operational direction to Army component forces. It develops and supervises planning, preparation, execution and assessment for a wide range of activities in the geographic combatant commander's (GCC's) area of responsibility (AOR). The command group leads the Army operations process (plan, prepare, execute, and assess), while participating in the GCC's joint operations planning process. The theater army command group consists of the commanding general section, the deputy commanding general command section, and the chief of staff section. Figure 6-1 depicts the theater army 5.4 command group. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

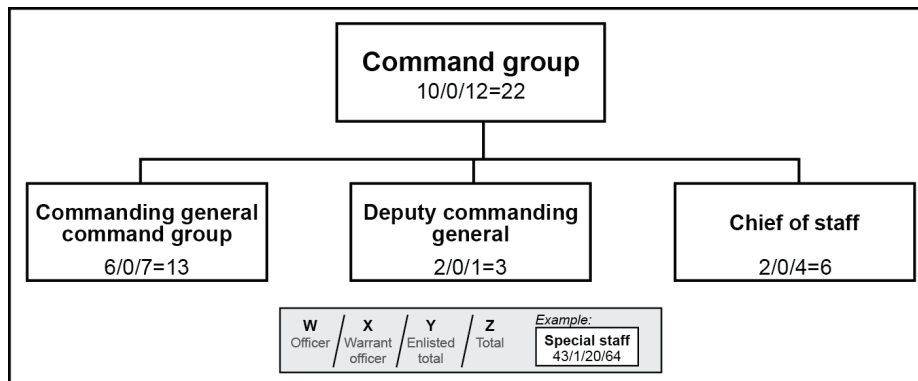


Figure 6-1. Theater army 5.4 command group

COMMANDING GENERAL COMMAND GROUP

6-2. Paragraphs 6-3 through 6-5 discuss the mission, organization, and tasks of the commanding general command group.

MISSION

6-3. The commanding general command group provides mission command to the theater army, and it prioritizes the effort for the staff and assigned units.

ORGANIZATION

6-4. The command group consists of the commanding general, the command sergeant major, a science officer, and a political military advisor along with an aide-de-camp, and other associated support personnel.

TASKS

6-5. The commanding general directs planning, policy development, programming, budgeting for theater army Title 10 Army support to other Services, and executive agent responsibilities in the AOR. The commanding general exercises administrative control of all Army forces in the AOR by providing for the administration, support, and protection of all Army forces in the AOR. The commanding general directs, leads, and assesses operations using designated Army, joint, and multinational forces to support GCC directed missions. The executive officer, aide de camp, and support staff organize and coordinate

scheduling, activities, travel, staff actions, and logistics support to the commanding general. The command sergeant major enforces policy and standards for performance, training, appearance, and conduct of Army enlisted personnel in the AOR. The political advisor provides perspectives and policy positions on political issues for the commanding general. The science advisor provides analysis and advice on research and development efforts affecting future planning and provides potential materiel solutions to capability gaps. The communications team installs, operates, maintains, and restores assigned equipment in support of the commanding general.

DEPUTY COMMANDING GENERAL

6-6. Paragraphs 6-7 through 6-9 discuss the mission, organization, and tasks of the deputy commanding general.

MISSION

6-7. The deputy commanding general serves as second in command of the theater army and extends the control of the commanding general in designated areas to include commanding the contingency command post when deployed.

ORGANIZATION

6-8. The deputy commanding general section consists of the deputy commanding general, the aide de camp, and the driver and communications specialist. The section deploys with the contingency command post, if so directed by the commanding general.

TASKS

6-9. The deputy commanding general assists in the planning, policy development, programming, and budgeting for theater army Title 10 Army support to other Services and executive agent responsibilities in the AOR. The deputy commanding general assists the commanding general in exercising administrative control of all Army forces in the AOR, and assists the commanding general in driving the operations process. When directed, the deputy commanding general assists in directing, leading, and assessing operations using designated Army, joint, and multinational forces to support GCC directed missions. The deputy commanding general executes his responsibilities from the main command post or, if directed, from the contingency command post. His aide de camp and driver and communications specialist organize and coordinate scheduling, activities, travel, staff actions, and logistics support for the deputy commanding general.

CHIEF OF STAFF

6-10. Paragraphs 6-11 through 6-13 discuss the mission, organization, and tasks of the chief of staff.

MISSION

6-11. The chief of staff serves as the commanding general's principal assistant for coordinating and training the staff and establishing and managing the command post.

ORGANIZATION

6-12. The chief of staff office consists of a secretary of the general staff and executive services section, which consists of one officer, and a staff action section, which consists of four noncommissioned officers.

TASKS

6-13. The chief of staff directs and supervises the contingency command post support functions of the headquarters and headquarters battalion, and the activities of the staff and liaison officers. The chief of staff directs operations of the special staff and the mission command warfighting functional cell. The chief of staff establishes the business rules, workday schedule, and battle rhythm of the headquarters and staff sections. The chief of staff, with the commander's guidance, may extend or otherwise modify the business rules and battle rhythm of the headquarters in order to support operational requirements. The chief of staff supervises the secretary of the general staff and monitors preparations for conferences, social events, and ceremonies. The chief of staff directs and monitors collective training of the staff. The secretary of the general staff manages staff actions and executive services and monitors support to major conferences. The staff action section processes all staff actions and assists the secretary of the general staff as needed.

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Chapter 7

Theater Army Personal Staff

7-1. Personal staff members work under the theater army commander's immediate control as depicted in figure 7-1. However, they also serve as special staff officers when they coordinate with other staff members. When performing their duties as special staff officers, personal staff officers may work through the chief of staff and under a coordinating staff officer for coordination and control purposes. The theater army commander's personal staff includes the chiefs of the following staff sections: chaplain, inspector general, public affairs, safety, staff judge advocate, surgeon, and the internal review. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

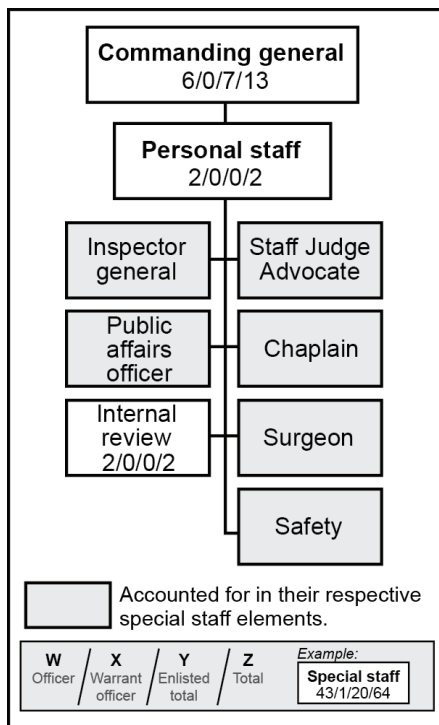


Figure 7-1. Theater army 5.4 personal staff

INTERNAL REVIEW SECTION

7-2. The internal review section develops plans, policies, and reports for the review and audit of the command's processes and practices to prevent fraud, waste, and abuse of resources. The internal review section consists of a chief and an action officer responsible for performing internal reviews and evaluations.

7-3. The internal review section assists the commander to ensure effective stewardship of the command's resources and compliance with related laws, policies, and procedures. The section executes reviews, and it consults, advises, and liaisons to assist the commander in improving financial management operations. The section conducts an audit compliance function and serves as the theater army's point of contact for external audit groups. It reports on the external audit group's findings and conducts follow-up audits, if required.

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Chapter 8

Theater Army Special Staff

8-1. The chief of staff directs and synchronizes those special staff sections of the theater army that are not coordinated by the primary coordinating staff officers. The special staff supports the commander and designated staff and subordinate commands. Figure 8-1 depicts the special staff. Many special staff offices also have representatives permanently assigned to one of more of the warfighting functional cells. All send representatives to the six functional cells and three integrating cells to assist in conducting operations as required. The special staff includes command liaison officers, the operational research systems analysis section, knowledge management, inspector general, staff judge advocate, public affairs, chaplain, and red team sections. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

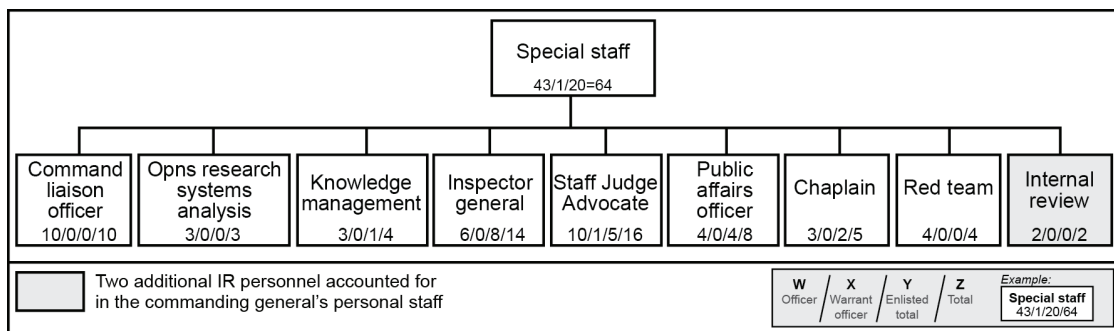


Figure 8-1. Theater army 5.4 special staff

COMMAND LIAISON OFFICER SECTION

8-2. Paragraphs 8-3 through 8-5 discuss the mission, organization, and tasks of the command liaison officer section.

MISSION

8-3. The command liaison officers represent the theater army commander at the receiving headquarters. The liaison officer section synchronizes coordination between headquarters and relays the commander's intent and concept for operations.

ORGANIZATION

8-4. The command liaison officer staff section consists of ten officers organized into five, two-man teams.

TASKS

8-5. The command liaison officer section deploys to higher headquarters, Service component commands, host nation agencies, multinational partners, interagency, and nongovernment organizations within the area of responsibility, as directed. The liaison officer teams coordinate and synchronize theater army efforts between commands, and the geographic combatant commander, main command post, and contingency command post staffs, and other joint task force organizations. They assist in coordinating Army support to the joint, interagency, and multinational forces. They advise the gaining headquarters on the capabilities and limitations of Army forces and the most appropriate ways to employ them. The command can request digital liaison officer detachments to provide digital connectivity between the theater army, joint, and multinational forces, if required.

OPERATIONS RESEARCH AND SYSTEMS ANALYSIS SECTION

8-6. Paragraphs 8-7 through 8-9 discuss the mission, organization, and tasks of the operations research and systems analysis section.

MISSION

8-7. The operations research and systems analysis section provides analytic support to the theater army staff for planning and assessment of operations.

ORGANIZATION

8-8. The operations research and systems analysis section consists of a section chief and two action officers.

TASKS

8-9. The operations research and systems analysis section provides quantitative analytic support, including regression and trend analysis, to theater army planning and assessment activities. The operations research and systems analysis staff assists other staff in developing customized analytical tools for specific requirements, provides a quality control capability, and conducts assessments to measure the effectiveness of operations.

KNOWLEDGE MANAGEMENT SECTION

8-10. Paragraphs 8-11 through 8-13 discuss the mission, organization, and tasks of the knowledge management section.

MISSION

8-11. The theater army knowledge management section supports the commander and staff in achieving situational understanding and making informed, knowledgeable, and timely decisions through the integration and management of Army Battle Command Systems and various other collaboration tools.

ORGANIZATION

8-12. The knowledge management section in the main command post consists of three officers and one noncommissioned officer.

TASKS

8-13. The knowledge management section advises the staff on knowledge management processes and enabling technologies. The section facilitates the creation, collection, organization, storage, application and transfer of knowledge by using innovative technology to facilitate situational understanding and decisionmaking. The section assists the commander and staff in integrating battle command systems into the headquarters processes consistent with knowledge management best practices. The section coordinates with the G-6 (assistant chief of staff, signal) for technical network requirements and analysis of new knowledge management information technology for increased knowledge management capabilities. It assists the staff in managing the common operational picture and briefings. The section performs knowledge management assessments to identify processes to improve information flow across the organization.

INSPECTOR GENERAL SECTION

8-14. Paragraphs 8-15 through 8-17 discuss the mission, organization, and tasks of the inspector general section.

MISSION

8-15. The theater army inspector general section acts as an extension of the commander's eyes, ears, voice, and conscience while conducting inspections, assistance actions, and investigations for all Army forces under the commander's administrative control that lack organic inspector general support.

ORGANIZATION

8-16. The theater army inspector general section consists of six officers and eight noncommissioned officers.

TASKS

8-17. The command inspector general is the local proponent and advisor on Army inspection policy as outlined in AR 1-201. The command inspector general serves as personal staff to the theater army commander. The section performs all four inspector general functions: inspections, assistance, investigations, and teaching and training. The inspector general staff provides services to all Army forces in the area of responsibility that lack organic inspector general support. The section augments the contingency command post operations based on mission requirements.

STAFF JUDGE ADVOCATE SECTION

8-18. Paragraphs 8-19 through 8-21 discuss the mission, organization, and tasks of the staff judge advocate section.

MISSION

8-19. The staff judge advocate section serves as the principal legal advisor to the commander, staff, and subordinate organizations.

ORGANIZATION

8-20. The staff judge advocate section consists of ten officers, one warrant officer, and five noncommissioned officers.

TASKS

8-21. The section advises the commander and staff on all matters pertaining to law, policy, regulation, and good order and discipline in the area of operations. The staff judge advocate section participates in the operations process, military decisionmaking planning process, and other subordinate process. The section allocates its subordinates between participating in theater army planning sessions, preparing or participating in boards, bureaus, centers, cells, and working groups, and supporting the contingency command post when deployed. The international and operational law division provides legal advice and support regarding the application of international law and agreements, U.S. law, customs, and activities affecting military operations. The military justice division provides legal advice and support for the administration of the Uniform Code of Military Justice. The chief of claims provides legal advice and support for the investigation, processing, adjudication, and settlement of claims on behalf of and against the United States worldwide. The chief of legal assistance provides personal civil legal services to eligible personnel. The administrative and civil law division provides legal advice and support for the establishment, command, and functioning of military organizations, installations, and related military and civil authorities. The contract and fiscal law division provides legal advice and support for the application of domestic statutes and regulations related to the funding of military operations and support to nonfederal agencies and organizations.

PUBLIC AFFAIRS SECTION

8-22. Paragraphs 8-23 through 8-25 discuss the mission, organization, and tasks of the public affairs section.

MISSION

8-23. The theater army public affairs section advises the commander and expedites the flow of accurate and timely information about the activities of U.S. Army and U.S. joint forces to external population and internal audiences.

ORGANIZATION

8-24. The public affairs section consists of four officers and four noncommissioned officers. The public affairs staff section executes two primary functions: media operations and public affairs plans and operations.

TASKS

8-25. The public affairs section advises the commander and staff on all aspects of public affairs planning, information strategies, media facilitation, and training. The section provides advice on community relations issues and operations. The section provides advice on the use of command information print and broadcast (radio or television) capabilities. The public affairs officer coordinates public affairs planning and operations, media facilitation, and nongovernmental organization requests with subordinate, adjacent and higher headquarters as required. The section responds to media queries, and it plans and coordinates media visits and media embed requests. A public affairs operations center and a mobile public affairs detachment must augment the public affairs section to establish a media center and conduct wartime or crisis public affairs operations.

CHAPLAIN SECTION

8-26. Paragraphs 8-27 through 8-29 discuss the mission, organization, and tasks of the chaplain section.

MISSION

8-27. The command chaplain provides staff supervision over all Army religious support operations in the theater and advises the command on the religious dynamics within the operational area.

ORGANIZATION

8-28. The command chaplain section consists of three officers and two noncommissioned officers. The command chaplain is a personal staff officer to the theater army commander. The section consists of the command chaplain, a senior chaplain assistant, an operations and training element, and a world religions staff element.

TASKS

8-29. The command chaplain and senior chaplain assistant provide the commander with pastoral care, personal counseling, and confidential communications, and they recommend religious support policy for the command. The command chaplain section plans, coordinates, and supervises religious support and policy for the area of operations. It advises the commander and staff on all religious, moral, and morale matters within the command. It ensures that policies and leadership practices of the command are in keeping with the highest moral, ethical, and humanitarian standards. The section develops and integrates religious support into training events and exercises. The section conducts continuous tactical, operational, and strategic world religions analysis and training. It provides guidance on the conduct of religious leader liaison missions, and advises the command and staff on regional religions (including sites, traditions, and customs).

RED TEAM SECTION

8-30. Paragraphs 8-31 through 8-33 discuss the mission, organization, and tasks of the red team section.

MISSION

8-31. The red team section provides the commander an independent capability to explore alternatives in plans, operations, concepts, organizations, and capabilities in the context of the operational environment from the perspectives of adversaries, partners, and others.

ORGANIZATION

8-32. The red team consists of four officers. A regional foreign area officer augments the team, and the military intelligence brigade supports it.

TASKS

8-33. The red team supports decisionmaking by providing assistance in problem framing, challenging assumptions, and providing alternatives during planning and operations. The red team assists in identifying friendly and enemy vulnerabilities and opportunities, and it uses assessment tools to gauge progress. The red team anticipates cultural perceptions of partners, adversaries, and others in planning and operations. The red team conducts critical reviews of theater army estimates, plans, and orders. The team attends appropriate boards, cells, centers, and working groups. The red team primarily interacts with the planning group at the main command post in each phase of the military decisionmaking process for campaign design. During execution of operations, the red team identifies the impacts and potential consequences (including second or third order effects) of proposed or ongoing actions.

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Chapter 9

Theater Army Intelligence Cell

9-1. The theater army intelligence cell is responsible for the synchronization and integration of intelligence operations throughout the area of operations (AO). The cell's sections and elements either embed or coordinate with the staff to facilitate this synchronization. Specifically, the cell conducts policy formulation, planning, programming, budgeting, management, force integration, evaluation, and oversight of all intelligence activities. It provides functional oversight of assigned or attached intelligence personnel and units. It manages theater intelligence collection, production, dissemination, disclosure, and counterintelligence requirements. The cell coordinates for national intelligence support and executes intelligence engagement and theater security cooperation as required. The intelligence cell is dependent on the theater military intelligence brigade for intelligence collection, single source analysis, and all source fusion to meet the theater army's intelligence needs. Figure 9-1 depicts the theater army intelligence cell. (This organization is in accordance with the design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

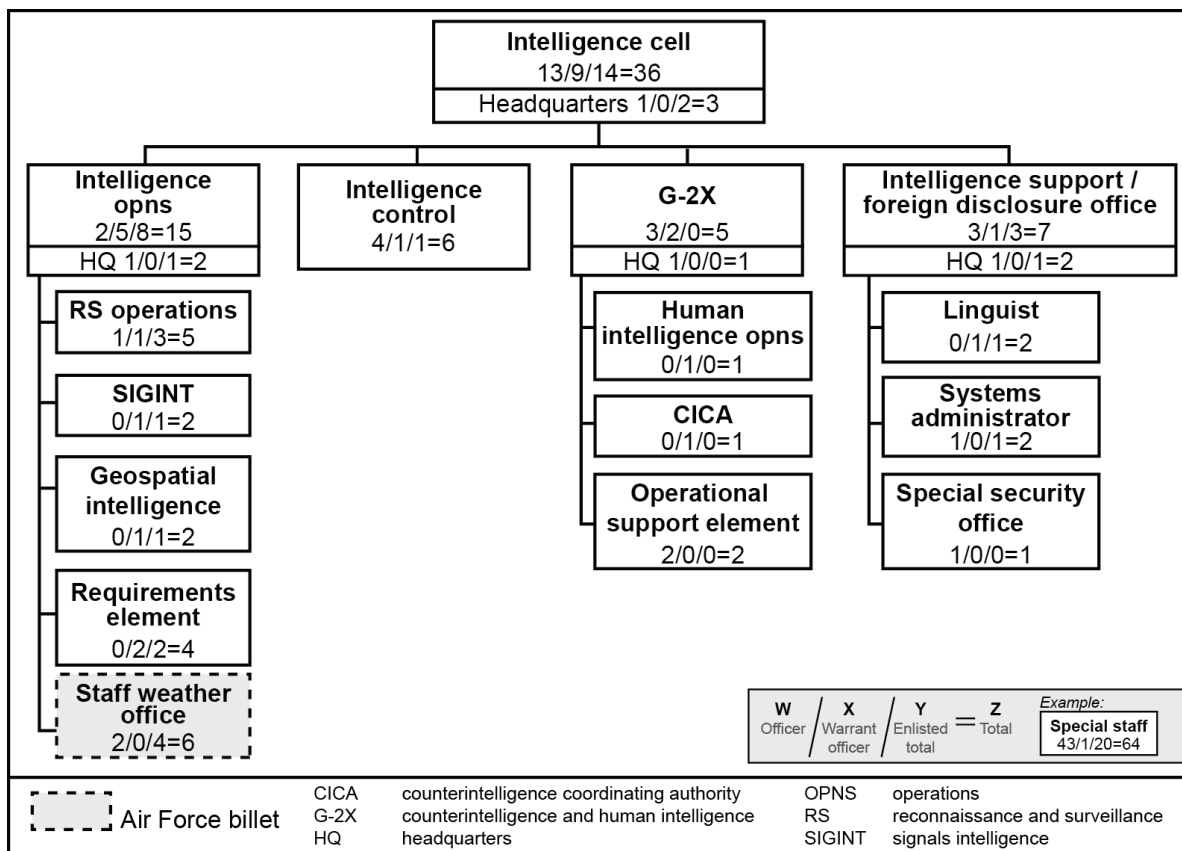


Figure 9-1. Theater army 5.4 intelligence cell

INTELLIGENCE CELL HEADQUARTERS ELEMENT

9-2. Paragraphs 9-3 through 9-5 discuss the mission, organization, and tasks of the intelligence cell headquarters element.

MISSION

9-3. The intelligence cell headquarters element provides management, direction, and priorities to the cell and provides information and recommendations to the theater army commander.

ORGANIZATION

9-4. The intelligence cell headquarters element consists of an intelligence staff officer (G-2), an intelligence sergeant major, and an intelligence analyst.

TASKS

9-5. The intelligence cell headquarters element develops policy, planning, staff supervision, force integration, evaluation, and oversight for intelligence activities. The element determines and prioritizes requirements, allocates resources, identifies issues, evaluates activities, provides information, and makes recommendations.

INTELLIGENCE OPERATIONS SECTION AND HEADQUARTERS ELEMENT

9-6. Paragraphs 9-7 through 9-9 discuss the mission, organization, and tasks of the intelligence operations section and headquarters element.

MISSION

9-7. The intelligence operations section manages intelligence collection and dissemination processes to meet AO operational requirements.

ORGANIZATION

9-8. The intelligence operations section consists of the following elements: headquarters, intelligence, surveillance and reconnaissance operations, signals intelligence (SIGINT), geospatial intelligence (GEOINT) requirements, and staff weather office. The headquarters element consists of a section chief and senior operations noncommissioned officer.

TASKS

9-9. The intelligence operations section supervises the processing, reporting, and dissemination of theater and national intelligence to ensure combatant commander daily operational requirements are satisfied. The intelligence operation section coordinates for theater operations collection and analysis. The section manages the theater army's priority intelligence requirements, information requirements (IRs), and intelligence requirements. It sets military intelligence brigade collection, analysis, and production priorities and recommends the allocation of intelligence assets to satisfy theater army intelligence needs. The section evaluates military intelligence brigade intelligence products and disseminates all-source intelligence to the theater army staff. It collaborates with the theater operations company and regional operation company for prioritization of analytic requirements as required. It works with the geospatial planning cell, typically assigned or attached to the military intelligence brigade, to prioritize requests for geospatial data, information services, and terrain products for the theater army staff. The section exercises requirements validation authority on staff and subordinate forces' requests for information for theater army, joint force, and national-level collection and production support. Upon validation, the section submits and tracks the request for requirements satisfaction. The element supervises the section elements and is the primary interface with the intelligence officers assigned to the movement and maneuver cell's current operations integration cell. The section manages, validates, approves, and disseminates the threat common operational picture to higher, lower, and adjacent commands and agencies. It advises the commander and subordinate units on the enemy, weather, and terrain.

RECONNAISSANCE AND SURVEILLANCE OPERATIONS ELEMENT

9-10. Paragraphs 9-11 through 9-13 discuss the mission, organization, and tasks of the reconnaissance and surveillance operations element.

MISSION

9-11. The reconnaissance and surveillance operations element prioritizes and processes intelligence IRs, and it maintains the enemy common operational picture.

ORGANIZATION

9-12. The reconnaissance and surveillance operations element consists of an intelligence officer, all-source intelligence technician, senior intelligence sergeant, intelligence sergeant, and an intelligence analyst.

TASKS

9-13. The reconnaissance and surveillance operations element develops, maintains, tracks, and manages the friendly intelligence common operational picture. The element produces intelligence products to answer requests for information from the theater staff, geographic combatant commander, and multinational partners. It establishes the theater army indications and requirements, and it monitors and reports on the achievement of indications and warnings thresholds. The element prepares combat assessments and provides the theater army commander with increased situational awareness and a clearer vision of the AO. It satisfies the theater army commander's critical information requirement, priority intelligence requirement, and IRs. It develops and submits requests for information to answer requirements element inquiries.

SIGNALS INTELLIGENCE ELEMENT

9-14. Paragraphs 9-15 through 9-17 discuss the mission, organization, and tasks of the SIGINT element.

MISSION

9-15. The SIGINT element provides guidance to the command on the implementation of U.S. signals intelligence directives and executive order 12333.

ORGANIZATION

9-16. A SIGINT technician and noncommissioned officer manage the SIGINT element.

TASKS

9-17. The element coordinates and analyzes SIGINT collection, analysis, and reporting activities. The section assesses the quality and relevance of SIGINT reporting, and recommends tasking, processing, exploitation, and dissemination adjustments to the requirements element as necessary. The element receives and monitors resource status reports for SIGINT systems to support friendly intelligence common operational picture development. It maintains direct liaison and requests cryptologic support from the National Security Agency Cryptologic Support Group, Army cryptologic office, other Services, national cryptologic services, and U.S. country teams for technical information and guidance. It develops SIGINT estimates, plans, and orders for theater army operations and exercises. The element provides SIGINT information for all-source product development. It provides SIGINT perspective to the commander's critical information requirement, priority intelligence requirement, and IR development in support of the requirements management process. It integrates national agency, joint Service, and coalition SIGINT products.

GEOSPATIAL INTELLIGENCE ELEMENT

9-18. Paragraphs 9-19 through 9-21 discuss the mission, organization, and tasks of the GEOINT element.

MISSION

9-19. The GEOINT element manages GEOINT interpretation activities.

ORGANIZATION

9-20. The GEOINT element consists of one warrant officer and one enlisted person.

TASKS

9-21. The GEOINT element coordinates, tasks, and supervises geospatial intelligence and geospatial information and services support to joint force commanders, other Services, interagency organizations, and multinational forces. The element integrates agency, joint, Service, and multinational GEOINT products, and conducts direct coordination with collection and production organizations. The element assesses the quality of GEOINT reporting and recommends tasking, processing, exploitation, and dissemination adjustments as necessary. The element receives GEOINT resource status reports to support friendly intelligence common operational picture development. The element develops GEOINT estimates, plans, and orders for theater army operations and exercises. It provides GEOINT perspective to the commander's critical information requirement, priority intelligence requirement, IR development, and requirements management. The GEOINT element provides digital mapping, geodesy, imagery, topographic support, and product support to the contingency command post.

Note: The GEOINT element as depicted above is not the same as the design for the element. The GEOINT force design update (101113013) modifying the element to align with the above description is currently suspended pending the outcome of Army Campaign Plan Decision Point 142 (MI Rebalance).

REQUIREMENTS ELEMENT

9-22. Paragraphs 9-23 through 9-25 discuss the mission, organization, and tasks of the requirements element.

MISSION

9-23. The requirements element synchronizes, coordinates, and integrates theater army intelligence requirement activities.

ORGANIZATION

9-24. The requirements element consists of two all-source analysis technicians and two intelligence analysts.

TASKS

9-25. The element develops and coordinates the theater army's collection requirements for joint, Service, agencies, and multinational organizations. The element allocates and coordinates intelligence resources. The element develops priority intelligence requirements and IR to support operational and contingency plans and requirements. It manages intelligence requests for information and specific orders and requests processes. The element maintains visibility of collection assets and assesses their effectiveness. It identifies collection gaps and provides mitigation strategies to support current and future operations. The element assists in the identification of indicators to satisfy priority intelligence requirements, IRs, and tasks collection assets as necessary. It develops intelligence synchronization plans and coordinates reconnaissance and surveillance input to the staff's orders process. The element advises the intelligence operations section on the optimal allocation of reconnaissance and surveillance collection assets.

STAFF WEATHER OFFICE ELEMENT

9-26. Paragraphs 9-27 through 9-29 discuss the mission, organization, and tasks of the staff weather office element.

MISSION

9-27. The staff weather office element provides full-range weather support to the theater army.

ORGANIZATION

9-28. The staff weather office element consists of two weather officers and four enlisted forecasters.

TASKS

9-29. The staff weather office element coordinates weather tactical location identifiers with component meteorological and oceanographic forces and coordinates weather warning support with the supporting joint meteorological and oceanographic coordination cell. It provides weather products to the staff for special operations missions and planning. The element monitors the effects of weather on operations. It tailors weather support products to support operation plan and concept plan development and maintenance.

INTELLIGENCE CONTROL SECTION

9-30. Paragraphs 9-31 through 9-33 discuss the mission, organization, and tasks of the intelligence control section.

MISSION

9-31. The intelligence control section develops intelligence policy, plans, and orders. It manages force management and operational needs statement processes related to intelligence.

ORGANIZATION

9-32. The intelligence control section consists of two strategic intelligence officers, two all-source intelligence officers, an all-source intelligence technician, and a senior intelligence noncommissioned officer.

TASKS

9-33. The intelligence control section develops and maintains intelligence input to theater army estimates, plans, and orders. It coordinates and integrates the intelligence security cooperation mission (for example, from military to military). The section manages intelligence force management and operational needs statement issues. It develops the capstone intelligence policy and tactics, techniques, and procedures in coordination with the combatant command. The section coordinates and participates in intelligence support to exercises. It develops the theater intelligence plan in coordination with the combatant command and national agencies. The section acts as the theater army proponent for reconnaissance and surveillance. It provides input to the integrated priority list, reconnaissance and surveillance review, and the Joint Strategic Planning System. It reviews and recommends task organization and allocation of forces to support plans and orders.

G-2X SECTION AND HEADQUARTERS ELEMENT

9-34. Paragraphs 9-35 through 9-37 discuss the mission, organization, and tasks of the G-2X (counterintelligence and human intelligence operations manager) section and headquarters element.

MISSION

9-35. The G-2X section advises the commander and senior intelligence officer on the employment of counter and human intelligence assets.

ORGANIZATION

9-36. The G-2X section consists of the following elements: headquarters, human intelligence (HUMINT) operations, counterintelligence coordinating authority element, and an operational support element. The headquarters element consists of one section chief.

TASKS

9-37. The G-2X section synchronizes and integrates all national to tactical level counter and human intelligence assets in the AO for all operations. The G-2X is the primary advisor to the commander on the employment of all counterintelligence and HUMINT assets, to include relevant laws, policies, and regulations affecting counterintelligence and HUMINT operations. The section directs, supervises, and coordinates the planning, collection, analysis, and dissemination of counterintelligence and HUMINT.

HUMAN INTELLIGENCE OPERATIONS ELEMENT

9-38. Paragraphs 9-39 through 9-41 discuss the mission, organization, and tasks of the HUMINT operations element.

MISSION

9-39. The HUMINT operations element coordinates and synchronizes human intelligence operations in the AO.

ORGANIZATION

9-40. The HUMINT operations element consists of a HUMINT collection technician.

TASKS

9-41. The HUMINT operations element provides policy, plans, and oversight for HUMINT operations in the AO. The element coordinates and synchronizes HUMINT operations with joint, interagency, intergovernmental, Service, and multinational organizations. The element develops and assigns HUMINT mission tasks. It provides technical expertise to support the control of HUMINT entities in the AO. It monitors the status (number, type, and readiness) of the joint task force's and combatant commander's HUMINT intelligence collection and production assets. It coordinates with the J-2 to identify and refine HUMINT requirements that focus on the commander's critical IRs. It develops and maintains the source registry for the AO. It coordinates with the G-2X and J-2X counterintelligence coordinating authority for source and contact registration and synchronization. The element manages the Army intelligence contingency fund to ensure compliance with statutory and regulatory requirements. The element reviews and approves document translations, plans, and missions, and participates in the production and dissemination of intelligence information.

COUNTERINTELLIGENCE COORDINATING AUTHORITY ELEMENT

9-42. Paragraphs 9-43 through 9-45 discuss the mission, organization, and tasks of the counterintelligence coordinating authority element.

MISSION

9-43. The counterintelligence coordinating authority element manages counterintelligence investigations and operations in the AO.

ORGANIZATION

9-44. The counterintelligence coordinating authority consists of a counterintelligence technician.

TASKS

9-45. The element provides policy, plans, and oversight for counterintelligence operations in the AO. The element coordinates and synchronizes counterintelligence operations with joint, interagency, intergovernmental, Service, and multinational organizations. The element develops and assigns counterintelligence mission tasks. The element prepares, reviews, and approves investigative and operational reports and participates in the production and dissemination of intelligence information.

OPERATIONS SUPPORT ELEMENT

9-46. Paragraphs 9-47 through 9-49 discuss the mission, organization, and tasks of the operations support element.

MISSION

9-47. The operations support element manages support to counterintelligence and HUMINT operations in the AO.

ORGANIZATION

9-48. The operational support element consists of two counterintelligence officers.

TASKS

9-49. The element performs administrative support for counterintelligence and HUMINT operations. The element plans, directs, manages, and participates in the collection, production, and dissemination of counterintelligence information. The element develops counterintelligence and HUMINT operations support for detainee operations with regard to policy, programs, and oversight. It provides staff oversight to locally employed personnel screening activities. It validates and assigns counterintelligence and HUMINT mission tasks through operations staff officer (G-3) channels, and manages theater representative HUMINT credentials, including badging. The element monitors counterintelligence and antiterrorism reporting in theater. As required, the element conducts counterintelligence investigations and operations.

INTELLIGENCE SUPPORT AND FOREIGN DISCLOSURE OFFICE SECTION AND HEADQUARTERS ELEMENT

9-50. Paragraphs 9-51 through 9-53 discuss the mission, organization, and tasks of the intelligence support and foreign disclosure office section and headquarters element.

MISSION

9-51. The intelligence support and foreign disclosure office section and headquarters element provides oversight of linguists, sensitive compartmentalized information network security, and foreign disclosure and sensitive compartmented information facility oversight for the theater army.

ORGANIZATION

9-52. The intelligence support and foreign disclosure office consists of the following elements: headquarters, linguist, system administrator, and special security office. The headquarters element consists of a section chief and an operations noncommissioned officer.

TASKS

9-53. The intelligence support and foreign disclosure office section and headquarters element reviews and validates Army requirements for linguists, manages sensitive compartmented information and communications technology, and is responsible for managing the disclosure of classified information to foreign agencies. The section develops sensitive compartmented information procedures and controls, and it establishes and disestablishes all the theater army sensitive compartmented information facilities. The section provides oversight to the special security office's use, dissemination, storage, and security of sensitive compartmented information materials, equipment, and systems. The section oversees the procedures for handling sanitized or de-compartmentalizing final version intelligence products prior to dissemination outside of the sensitive compartmented information facilities or U.S. channels. The section oversees the management of the special access program.

LINGUIST ELEMENT

9-54. Paragraphs 9-55 through 9-57 discuss the mission, organization, and tasks of the linguist element.

MISSION

9-55. The linguist element is responsible for the management of the theater army's linguist program.

ORGANIZATION

9-56. The linguist element consists of a chief, a HUMINT collection technician, and an all-source intelligence analyst.

TASKS

9-57. The linguist element reviews, validates, and prioritizes linguist support requirements. It serves as the alternate contracting officer representative for Army language contracts. The element tracks linguist personnel and monitors their performance. It anticipates the theater army's linguist needs when developing contract statements of work. The linguist element monitors and enforces contract requirements. It conducts mission analysis and identifies specified or implied tasks requiring foreign language support.

SYSTEMS ADMINISTRATOR ELEMENT

9-58. Paragraphs 9-59 through 9-61 discuss the mission, organization, and tasks of the systems administrator element.

MISSION

9-59. The systems administrator element establishes connectivity with outside elements, maintains internal and external digital network function, and exercises security oversight.

ORGANIZATION

9-60. The systems administrator element consists of a chief and a senior local area network manager.

TASKS

9-61. The systems administrator element manages top secret and sensitive compartmented information communications and information technology (for example, the Joint Worldwide Intelligence Communications System). It establishes and maintains internal and external security measures in compliance with plans, policies, and guidance. The element coordinates and assists in the design, operation, and maintenance of top secret and sensitive compartmented information communication systems, and networks and their interface with external networks. The element performs sensitive compartmented information data control and bulk storage operations.

SPECIAL SECURITY OFFICE ELEMENT

9-62. Paragraphs 9-63 through 9-65 discuss the mission, organization, and tasks of the special security office element.

MISSION

9-63. The special security office element establishes, controls, and disestablishes all theater army sensitive compartmented information facilities.

ORGANIZATION

9-64. The special security office element consists of an officer.

TASKS

9-65. The special security office element develops sensitive compartmented information procedures, and it establishes, controls, and disestablishes all theater army sensitive compartmented information facilities. The element provides classification and foreign disclosure guidance for sensitive compartmented information intelligence and operations products. It controls all sensitive compartmented information materials, and reviews intelligence prior to its dissemination outside a sensitive compartmented information facility. The element manages all special access programs.

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Chapter 10

Theater Army Movement and Maneuver Cell

10-1. The theater army movement and maneuver cell is responsible for the synchronization and integration of theater army operations throughout the area of operations (AO). The cell provides the commander with a common operating picture to facilitate mission command of theater army assets within the geographic combatant commander's (GCC's) area of responsibility (AOR). The cell provides the main command post with a limited near-term planning element to develop branches and produce warning orders, operation orders, and fragmentary orders to support the current phase of execution. It develops and prepares plans, strategy, and policies to support the GCC's plans. It plans, prepares, executes, and assesses the command's exercise, simulation, and training programs. The cell plans, coordinates, and executes all international engagement and security cooperation activities, as directed by the GCC theater security cooperation plan and theater army commander's initiatives. Three integrating cells (future, current, and plans) are used to drive the operations process and enable the integration and synchronization of the above task in support of operations in the AO. Representatives from all warfighting functions embed or coordinate with these integrating cells to develop a coherent, unified theater army operation. The G-3 (assistant chief of staff, operations) synchronizes and integrates operations through the three integrating cells as well as all the other warfighting functional cells. Figure 10-1 depicts the theater army 5.4 movement and maneuver cell. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

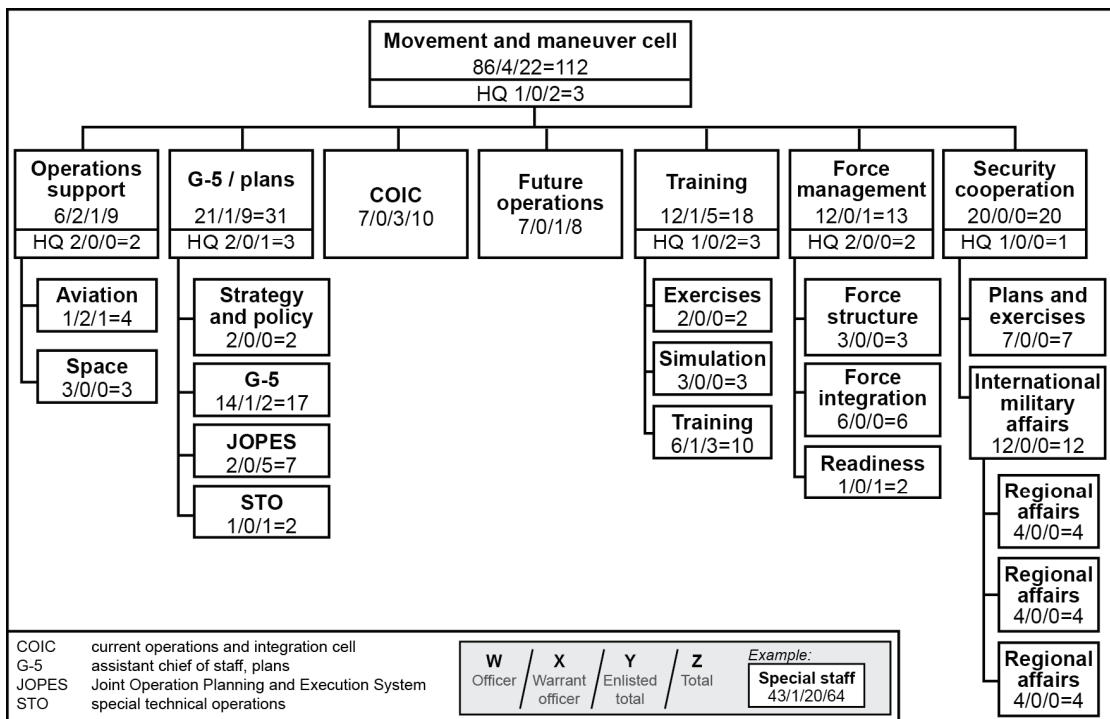


Figure 10-1. Theater army 5.4 movement and maneuver cell

MOVEMENT AND MANEUVER CELL HEADQUARTERS ELEMENT

10-2. Paragraphs 10-3 through 10-5 discuss the mission, organization, and tasks of the movement and maneuver cell headquarters element.

MISSION

10-3. The movement and maneuver cell headquarters element manages the cells integration and synchronization of operations in support of theater army requirements.

ORGANIZATION

10-4. The movement and maneuver cell element consists of a G-3, an operations sergeant major, and a noncommissioned officer and driver.

TASKS

10-5. The movement and maneuver cell element integrates and synchronizes all aspects of theater army operations across all warfighting functional cells and through the three integrating cells: current operations, future operations, and plans. The element provides information and recommendations to the theater army commander. The element manages information flow and integrates liaison officers and joint force augmentation into the staff.

OPERATIONS SUPPORT SECTION AND HEADQUARTERS ELEMENT

10-6. Paragraphs 10-7 through 10-9 discuss the mission, organization, and tasks of the operations support section and headquarters element.

MISSION

10-7. The operations support section and headquarters element executes orders management, task organization, and commander's critical information requirements and manages update briefs to ensure the command stays synchronized.

ORGANIZATION

10-8. The operations support section and headquarters element consists of the headquarters, aviation, and space elements.

TASKS

10-9. The operations support section and headquarters element conducts orders management tasks. The section manages the battle rhythm through update briefs to ensure the command stays synchronized. It publishes orders assigning missions to theater army subordinates while overseeing the execution of tasks as needed. The section also provides the necessary reach-back for the contingency command post. The section assesses the operational and tactical situation, develops the commander's critical information requirements, and supervises the task organization of theater army subordinate units. The section establishes and operates the current operations and integration cell (COIC) on a continuous basis and ensures it possesses all required operational functions.

G-5 SECTION AND HEADQUARTERS ELEMENT

10-10. Paragraphs 10-11 through 10-13 discuss the mission, organization, and tasks of the G-5 (plans) cell and headquarters element.

MISSION

10-11. The G-5 plans cell and headquarters element develops long-range theater plans, policy, and strategy in support of the theater army commander, typically beyond a 96-hour planning window or as established by the commander.

ORGANIZATION

10-12. The G-5 plans cell and headquarters element consists of the following elements: headquarters, strategy and policy, plans, joint operations planning and execution system section, and special technical operations (STO) section. The headquarters element consists of the G-5, an operations officer, and a senior operations noncommissioned officer.

TASKS

10-13. The G-5 plans cell and headquarters element is responsible for developing long-range theater plans, policy, and strategy for the theater army commander in support of the GCC. It reviews the current situation, assesses national and theater strategies, and reviews national and international security considerations for possible implications for operations. It prepares running estimates and develops courses of action in support of the GCC theater strategy, campaign plans, operation plans, and operation orders. The cell participates and collaborates during contingency, crisis action, and campaign planning to develop theater army supporting plans. It issues planning guidance and operational direction, and it assigns tasks for subordinate unit planning. The cell develops deception plans.

AVIATION OPERATIONS ELEMENT

10-14. Paragraphs 10-15 through 10-17 discuss the mission, organization, and tasks of the aviation operations element.

MISSION

10-15. The aviation operations element manages aviation operations and standardizes aviation planning for theater operations.

ORGANIZATION

10-16. The aviation operations element is composed of a chief, an aviation standardization officer, an aviation safety officer, and a noncommissioned officer in charge.

TASKS

10-17. The aviation operations element provides aviation standardization and aviation policies and support to assist reconnaissance and surveillance, sustainment, protection, airspace control, and operational planning. The element monitors parallel collaborative planning with combatant commands, joint task forces, corps or divisions, major subordinate commands, and joint, interagency, and multinational forces. The element provides aviation qualified staff officers and noncommissioned officers to participate (as needed) on Army and joint boards, integrated planning teams, working groups, and centers. The element also conducts mobilization, deployment, and redeployment planning. The element ensures that task organization of all subordinate aviation forces is completed, and recommends changes to aviation operational standardization and safety tactics, techniques, procedures, policies and processes. It reviews aviation running estimates, safety of flight messages, proposed tactics, techniques, and procedures changes, and the AOR flight procedures guide.

SPACE ELEMENT

10-18. Paragraphs 10-19 through 10-21 discuss the mission, organization, and tasks of the space element.

MISSION

10-19. The space element plans, integrates, and coordinates space-based programs, capabilities, products (national, military, and commercial), and technologies, including STO, to enhance theater army operations.

ORGANIZATION

10-20. The space element consists of a senior space operations officer and two space operations and plans officers.

TASKS

10-21. The space element plans, integrates, and coordinates with the United States Army Space and Missile Defense Command and Army Forces Strategic Command or the joint functional component command-space for space input to estimates, plans, orders, and operations. It coordinates full exploitation of joint, interagency, intergovernmental, and multinational military and civilian space platforms for intelligence, focused surveillance, area reconnaissance, communications, and early warning. The element coordinates for position and timing, blue force tracking, combat identification, and precision engagement support. It coordinates for integrated tactical warning and attack assessment, environmental monitoring, and dynamic tasking of space platforms. The element facilitates augmentation by space forces when required and ensures reachback to all supported forces.

CURRENT OPERATIONS AND INTEGRATION CELL

10-22. Paragraphs 10-23 through 10-25 discuss the mission, organization, and tasks of the COIC.

MISSION

10-23. The COIC conducts short-range planning, issues orders, and monitors, assesses, collects and processes relevant operational information to produce and disseminate a common operational picture.

ORGANIZATION

10-24. The COIC is composed of seven officers and three noncommissioned officers. If required, the COIC receives augmentation from the staff to expand the COIC's capability to plan, prepare, execute, and assess operations.

TASKS

10-25. The COIC uses plans and orders to integrate, synchronize and supervise operations in the AO. The COIC communicates operational and strategic-level information, maintains current force status, and evaluates information to assess its impact on operations. The COIC monitors and coordinates activities involving the reception and onward movement of Army forces in the AOR. It determines the operational impacts of delayed or diverted shipments for strategic movement. The COIC manages the request for information process for the headquarters. The section analyzes higher, adjacent, other Service, and multinational orders for tasks affecting the theater army. The cell manages the establishment and operation of the common operational picture.

FUTURE OPERATIONS CELL

10-26. Paragraphs 10-27 through 10-29 discuss the mission, organization, and tasks of the future operations cell.

MISSION

10-27. The future operations cell refines and modifies plans and orders based on the current situation. It develops branches and assesses mid-range progress of operations, typically within a 24- to 96- hour planning window, or as established by the commander.

ORGANIZATION

10-28. The future operations cell is composed of the chief, six functional plans officers, and one noncommissioned officer. If required, the future operations cell receives augmentation from the staff to expand the cell's capability to plan, prepare, execute, and assess operations.

TASKS

10-29. The future operations cell manages the Global Force Management process for the theater army, including requests for forces from both internal and external sources. It manages Global Force Management deployment orders and modifies operation plans to operation orders for crisis action planning. It is responsible for mid-range planning and the assessment of operations. It develops operation orders for smaller scale contingency operations commanded and controlled by the contingency command post. It provides a mid-range planning element to develop branches and produces warning orders, operation orders, and fragmentary orders to support the current phase of execution.

STRATEGY AND POLICY SECTION

10-30. Paragraphs 10-31 through 10-33 discuss the mission, organization, and tasks of the strategy and policy section.

MISSION

10-31. The strategy and policy section provides a running assessment of the theater strategic environment and analysis of U.S. strategic policy to the theater army commander. The section assists in the development of regional programs and policies in support of phase 0 operations.

ORGANIZATION

10-32. The strategy and policy section is composed of an element chief and a plans officer.

TASKS

10-33. The strategy and policy section reviews the current situation, assesses national and theater strategy, and reviews national and international security considerations for the AO from the theater army's perspective. It assists the plans element in developing running estimates and courses of actions for operation plans and policy that support the GCC's theater strategy, campaign plans, operation plans, and operation orders. The section reviews and provides analysis, comment, and summation of the Unified Command Plan, and Guidance for the Employment of the Force. It determines Army force and structure requirements to support GCC operation plans and theater strategy. It provides advice on the force structure of the theater army tables of organization and equipment, modified tables of organization and equipment, Army prepositioned stocks realignment, the quadrennial defense review, and other planning documents.

PLANS SECTION

10-34. Paragraphs 10-35 through 10-37 discuss the mission, organization, and tasks of the plans section.

MISSION

10-35. The plans section develops theater army operation plans and concept plans in support of the GCC requirements in accordance with the Guidance for Employment of the Force, the Joint Strategic Capabilities Plan, and Headquarters, Department of the Army. The section focuses on long-range assessments of current operations.

ORGANIZATION

10-36. The plans section is composed of seventeen personnel: one section chief, one deputy chief, eleven plans officers, one request for forces management officer, one airspace management warrant officer, and two senior operations sergeants.

TASKS

10-37. The plans section determines theater warfighting requirements, solutions, and concepts by developing and coordinating the theater army portion of GCC operation plans and concept plans for major and small-scale contingency operations to include joint and multinational forces. It incorporates military deception into the plans in order to manipulate enemy operational commanders' perceptions and expectations and to conceal friendly actions. It determines theater army force size and structure requirements by developing and coordinating theater army force requirements and issuing planning guidance. The section combines plans from other main command post staff elements into one integrated planning document. Additionally, the plans section coordinates and integrates component, theater, and other support to ensure mutual understanding, integration, and support. It executes this task by coordinating with higher and adjacent commands. It reviews higher headquarters policy and publications for their impact on the theater army's support to projected campaigns or major operations. The plans section provides policy, tasks, and guidance on the development of subordinate unit supporting plans. The chief of plans is responsible for developing theater army operation plans and concept plans in support of the GCC operation plans, operation orders, and campaign plans for the AOR. The chief provides leadership and supervision to the section and various operational planning groups and teams, when they are activated. The deputy chief of plans assists the chief and serves as lead planner for plans and projects. The deputy chief ensures work and projects within the section are properly coordinated, both internally and externally. The assigned plans officers coordinate and synchronize operations into the theater army operations plans and concept plans in support of GCC operation plans, operation orders, and campaign plans for the AOR. The senior operations sergeant first class assists the chief of plans section with day-to-day operations. The senior operations sergeant first class supervises the administrative support to the various operational planning groups and teams, when they are activated.

JOINT OPERATIONS PLANNING AND EXECUTION SYSTEM ELEMENT

10-38. Paragraphs 10-39 through 10-41 discuss the mission, organization, and tasks of the joint operations planning and execution system element.

MISSION

10-39. The joint operations planning and execution system element establishes procedures for the development and execution of time-phased force and deployment data throughout the planning continuum, to include exercises.

ORGANIZATION

10-40. The joint operations planning and execution system element is composed of one chief, one operations officer, one transportation management noncommissioned officer, and four information noncommissioned officers.

TASKS

10-41. The joint operations planning and execution system element manages the joint operations planning and execution system, time-phased force and deployment data, and request for forces processes for the theater army. The element coordinates with the strategy and policy element and the plans section for force requirements, mobilization, and deployment plans. The element enters theater contingency and operations plans into the joint operations planning and execution system. The element operates and maintains the global command and control system and global command and control system-Army systems for the theater army. The element develops the time-phased force and deployment data for theater army operation plans and operation orders. The element conducts transportation feasibility analysis during time-phased force and deployment data development.

SPECIAL TECHNICAL OPERATIONS ELEMENT

10-42. Paragraphs 10-43 through 10-45 discuss the mission, organization, and tasks of the STO element.

MISSION

10-43. The STO element receives and integrates deployable, reach-back capability assets in order to plan, coordinate and integrate STO into theater army plans, operations, and exercises and facilitates the execution of STO and other sensitive activities.

ORGANIZATION

10-44. The STO element consists of a chief and a noncommissioned officer.

TASKS

10-45. The STO element plans, integrates, and coordinates all aspects of STO with the rest of the staff and maintains the STO estimate. The element advises the theater army commander and staff on STO plans, policies, and activities conducted in the AOR. The element coordinates with combatant commands, Services, and joint staff STO offices for support and approval of STO activities as required. It supports sensitive operational and planning activities within the army headquarters and subordinate units as required. It performs security management and administrative functions to support STO activities.

TRAINING SECTION AND HEADQUARTERS ELEMENT

10-46. Paragraphs 10-47 through 10-49 discuss the mission, organization, and tasks of the training section and headquarters element.

MISSION

10-47. The training section and headquarters element plans, prepares, executes, and assesses the command's exercise, simulation, and training programs.

ORGANIZATION

10-48. The training section consists of the following elements: headquarters, exercise, simulations, and training. The headquarters element consists of a chief, an operations noncommissioned officer, and a supply noncommissioned officer.

TASKS

10-49. The training section and headquarters element plans, coordinates, directs, and executes training and exercises for the theater army. It deploys within the AOR to support theater army training and exercises. It monitors available training facilities and areas for readiness. The section accounts for simulation equipment within the AO. The section plans, prepares, executes, and assesses the theater army's Service, joint, interagency, and multinational training and education programs. It supervises the planning and coordination for all Joint Chiefs of Staff and GCC directed exercises. The section monitors the deployment and employment of theater forces and supporting Reserve Component forces in the execution of exercises and training events throughout the AOR.

EXERCISE ELEMENT

10-50. Paragraphs 10-51 through 10-53 discuss the mission, organization, and tasks of the exercise element.

MISSION

10-51. The exercise element plans, prepares, executes, and assesses the theater army headquarters' Service, joint, and multinational training and education programs.

ORGANIZATION

10-52. The exercise element consists of two plans and exercise officers.

TASKS

10-53. The exercise element provides guidance for training individual replacements and units. The element certifies the readiness of units deploying into the AOR as part of the reception, staging, onward movement, and integration process. The element provides the commander with a capability to conduct mission rehearsal and mission planning using models and simulations. It prepares regional cultural and environmental awareness training packages for units deploying into the AOR. It monitors the readiness and adequacy of training facilities and training areas available to the command and assesses their effectiveness. The element provides exercise planning and execution for simulations supporting the theater security cooperation strategy.

SIMULATION ELEMENT

10-54. Paragraphs 10-54 through 10-57 discuss the mission, organization, and tasks of the simulation element.

MISSION

10-55. The simulation element plans, prepares, and executes mission rehearsal and planning for responsive models and simulations.

ORGANIZATION

10-56. The simulation element consists of a chief, an operations officer, and an information system management officer.

TASKS

10-57. The simulation element supervises and manages the overall simulation and training support programs. The element determines the requirement for simulation models supporting the various Army, joint, multinational, and AOR partners. It supervises and manages the automation equipment and networks used during simulations supporting training and operational events.

TRAINING ELEMENT

10-58. Paragraphs 10-59 through 10-61 discuss the mission, organization, and tasks of the training element.

MISSION

10-59. The training element plans, prepares, executes, and assesses professional education and training programs. It allocates resources by providing guidance on the methods and means used in training replacements and units.

ORGANIZATION

10-60. The training element consists of a chief, an aviation training officer, two operations officers, one training officer, a plans officer, an ammunition warrant officer, two master gunner noncommissioned officers, and an operations noncommissioned officer.

TASKS

10-61. The training element supervises and manages command training programs, overseas deployment, and individual training. The element monitors the readiness of training facilities and training areas to assess adequacy for training events. The element coordinates with tactical units for range certification, and pre-deployment training standards. It conducts supportability assessments for alternative employment options. It develops and maintains exportable training packages to include ones addressing cultural and physical environments found within the AOR. The element manages training ammunition, mission-essential task list development, and training program assessments. It conducts staff and pre-exercise training. It plans and directs training and certification of selected personnel on U.S. and multinational emergency action procedures.

FORCE MANAGEMENT SECTION AND HEADQUARTERS ELEMENT

10-62. Paragraphs 10-63 through 10-65 discuss the mission, organization, and tasks of the force management section and headquarters element.

MISSION

10-63. The force management section directs and executes documentation, modernization, integration, and readiness functions for the theater army commander.

ORGANIZATION

10-64. The force management section consists of the following elements: headquarters, force structure, force integration, and readiness. The headquarters element consists of a chief and a readiness officer.

TASKS

10-65. The force management section provides continual daily requirements determination, prioritization and resource distribution for the theater army, subordinate units, and Army Forces through periodic working groups and automated processes. It serves as the conduit between Headquarters, Department of the Army and Army Forces within the AOR for determination and processing of requirements. It manages modified tables of organization and equipment and Tables of Distribution and Allowance through cyclic processes associated with the Army structure message, total Army analysis, and command plan and program objective memorandum processes. It compiles and submits Army Force unit status reports within the AOR to Headquarters, Department of the Army.

FORCE STRUCTURE ELEMENT

10-66. Paragraphs 10-67 through 10-69 discuss the mission, organization, and tasks of the force structure element.

MISSION

10-67. The force structure element manages all force modernization tasks for the theater army. It manages input for program budget guidance and for addressing command initiatives.

ORGANIZATION

10-68. The force structure element consists of a chief and two force structure officers.

TASKS

10-69. The force structure element conducts special modified table of organization and equipment and Tables of Distribution and Allowance studies and analysis. It publishes and distributes command-modified tables of organization and equipment and Tables of Distribution and Allowance in coordination with staff elements. The element manages force structure functions in accordance with the total Army analysis process. It manages modified tables of organization and equipment and Tables of Distribution and Allowance in accordance with AR 71-32 and AR 570-4. It develops, coordinates, and carries out force structure plans, programs, policies, procedures, and standards to include those of joint, multinational, interagency, or nongovernmental organizations. The element determines manpower and equipment requirements for the activation, inactivation, reorganization or modernization of the force.

FORCE INTEGRATION ELEMENT

10-70. Paragraphs 10-71 through 10-73 discuss the mission, organization, and tasks of the force integration element.

MISSION

10-71. The force integration element executes tasks for unit activation, inactivation, reorganization, or force modernization.

ORGANIZATION

10-72. The force integration element consists of an element chief and five force modernization officers.

TASKS

10-73. The force integration element executes tasks for unit activation, inactivation, reorganization, or force modernization. The element prepares input for the command's operating budget. The element executes coordination and oversight of unit set fielding activities. It manages all theater army headquarters operational needs statements and rapid fielding requests, to include those for maintenance. The element represents the theater army during the integrated priority list development process. The element serves as the integrating agency for software blocking plans, execution, and certification.

READINESS ELEMENT

10-74. Paragraphs 10-75 through 10-77 discuss the mission, organization, and tasks of the readiness element.

MISSION

10-75. The readiness element compiles and analyzes all unit status readiness reports.

ORGANIZATION

10-76. The readiness element consists of a chief and a senior noncommissioned officer.

TASKS

10-77. The readiness element manages the assignment of unit identification codes for the theater army. It updates and inputs unit status and Army force registration reports into the appropriate databases.

SECURITY COOPERATION SECTION AND HEADQUARTERS ELEMENT

10-78. Paragraphs 10-79 through 10-81 discuss the mission, organization, and tasks of the security cooperation section and headquarters element.

MISSION

10-79. The security cooperation section plans, coordinates, and provides staff supervision over the execution of all international engagement and security cooperation activities in support of the theater security and cooperation plan.

ORGANIZATION

10-80. The section is comprised of twenty Soldiers organized into the following elements: headquarters, plans and exercise, and international military affairs.

TASKS

10-81. The section provides strategic and operational guidance on all Army exercises, training, and other interaction with host nations in order to build defense relationships. The section plans and supervises the execution of all bilateral and multinational training events for the theater army through the training and exercises element. The section interacts with host nation militaries and provides politico-military support to other nations, groups, and government agencies operating in the AOR. The security cooperation section uses an assessment and engagement framework to coordinate with country teams for the implementation of Army tasks under the theater security cooperation plan.

PLANS AND EXERCISE ELEMENT

10-82. Paragraphs 10-83 through 10-85 discuss the mission, organization, and tasks of the plans and exercise element.

MISSION

10-83. The plans and exercise element plans, prepares, executes, and assesses the theater army's participation in exercises designed to foster joint and multinational relations in the supported combatant command's AOR.

ORGANIZATION

10-84. The plans and exercise element is comprised of a chief, four plans and exercise officers, one sustainment planner, and one intelligence planner.

TASKS

10-85. The plans and exercise element plans, prepares, executes, and assesses the theater army's participation in exercises designed to enhance operational readiness and interoperability to foster joint and multinational relations in the supported combatant command's AOR. It plans, prepares, executes, and assesses training exercises and other security cooperation activities in coordination with various staffs across the Department of Defense, the Department of State, host nations, or multinational partners. The section provides exercise planning and execution expertise in support of the supported combatant command's theater security cooperation plan.

INTERNATIONAL MILITARY AFFAIRS ELEMENT

10-86. Paragraphs 10-87 through 10-89 discuss the mission, organization, and tasks of the international military affairs element.

MISSION

10-87. The international military affairs element provides political and military expertise and support to Army warfighting headquarters commanding and controlling operations within the AO. The international military affairs element coordinates the provision of political and military support to authorized governments and groups within the supported joint force commander's joint operations area.

ORGANIZATION

10-88. The international military affairs element is comprised of twelve foreign area officers organized into three regionally focused elements of four officers each.

TASKS

10-89. The international military affairs element conducts foreign area studies and maintains running estimates on the capabilities, vulnerabilities, trends, and outlooks for partner nation military establishments and local and regional threat assessments and forecasts. The element conducts liaison between U.S. military forces, U.S. Embassy country teams, GCC desk officers, Headquarters, Department of the Army, local authorities, and nongovernmental organizations. It prepares and integrates international military affairs considerations into operational plans and orders. It assists in developing cultural awareness products for inclusion into exportable training support packages for Army and Joint forces operating in the AO. The element provides limited translation and interpretation services for Army forces operating within the AO. It advises commanders and staffs on relevant cultural issues and political considerations for each country and inter-country relations within the AOR.

Chapter 11

Theater Army Fires Cell

11-1. The theater army fires cell uses the targeting process to plan, coordinate, integrate and synchronize the employment and assessment of Army indirect fires and joint fires. Some examples are attack helicopters, maritime guns and missiles, Army rockets and missiles, and Army, joint, interagency, multinational, and special operations air assets. It establishes theater targeting guidance and recommends high value and high payoff targets for the theater army. It also provides theater strategic target recommendations to the combatant commander for attack. The cell conducts theater combat assessments (battle damage, munitions effects, and re-attack requirements). It develops planning guidance and coordinates precision engagement and countermeasures. The cell provides target intelligence for theater planning and execution and coordinates closely with the battlefield coordination detachment collocated with the respective air operations center. If directed by the joint force commander, the fires cell chairs the joint targeting coordination board and may participate in various other boards, working groups, and meetings. The fires cell consists of a headquarters element and a joint fires section, as depicted below in figure 11-1. All personnel in the headquarters element and joint fires section require training and certification in collateral damage estimation methodology, positive identification, and the strike rules of engagement for the supported combatant commander. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

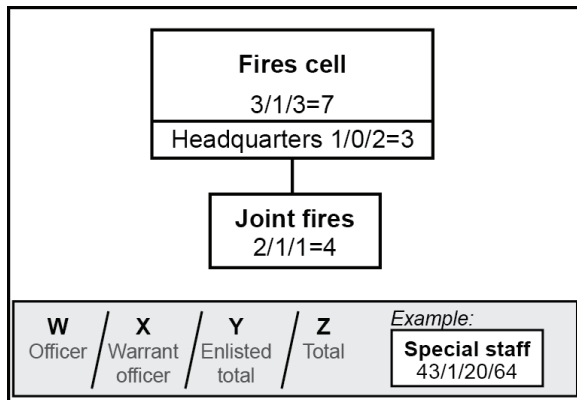


Figure 11-1. Theater army 5.4 fires cell

FIRES CELL HEADQUARTERS ELEMENT

11-2. Paragraphs 11-3 through 11-5 discuss the mission, organization, and tasks of the fires cell and headquarters element.

MISSION

11-3. The fires cell headquarters element plans and coordinates the employment and assessment of Army indirect fires, joint fires, nonlethal fires and cyber electromagnetic activities in support of theater army plans.

ORGANIZATION

11-4. The fires cell headquarters element consists of a chief of fires, an operations sergeant major, and a fire support noncommissioned officer and driver.

TASKS

11-5. The fires cell headquarters element coordinates and manages theater army fire support. Through the targeting process it also integrates cyber electromagnetic activities (CEMA) targeting with the CEMA section in the mission command warfighting cell. The element coordinates staff activities with other staff sections, and it manages operations, information flow, and personnel within the cell. The element receives and integrates liaison officers and joint force augmentation. The section maintains digital system connectivity and manages the fires common operational picture.

JOINT FIRES SECTION

11-6. Paragraphs 11-7 through 11-9 discuss the mission, organization, and tasks of the joint fires section.

MISSION

11-7. The joint fires section prepares and develops plans and orders for the employment and assessment of theater lethal and nonlethal fires in support of current and future campaign, contingency, and theater security cooperation plans.

ORGANIZATION

11-8. The joint fires section consists of a chief of joint fires, a fires officer, a field artillery intelligence warrant officer, and a fire control sergeant.

TASKS

11-9. The joint fires section supports main command post planning requirements and participates in all theater wide planning cells. It provides reachback to the contingency command post for fires planning. It conducts theater wide fires planning for all campaign, contingency, and theater security and cooperation plans, and develops the fires portion of all plans and orders. The section identifies high-payoff and high-value strategic targets. It recommends targeting objectives, targets and target sets, priorities, and guidance to support campaign and contingency planning.

Chapter 12

Theater Army Protection Cell

12-1. The theater army protection cell plans, develops, integrates and synchronizes operational protection programs, policies, and plans within the area of operations (AO) to preserve the force. The cell ensures the twelve protection tasks and associated systems are integrated into all operations and exercises. The protection cell provides protection specific input to operations plans, concept plans, operations orders, and specific functional plans for operations. It provides reach-back and surge capability for the contingency command post, when deployed. It monitors antiterrorism and force protection situations and requirements. The cell leads and integrates the composite risk management process to reduce risk of mission failure and assist decisionmaking for operations. Figure 12-1 depicts the protection cell. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

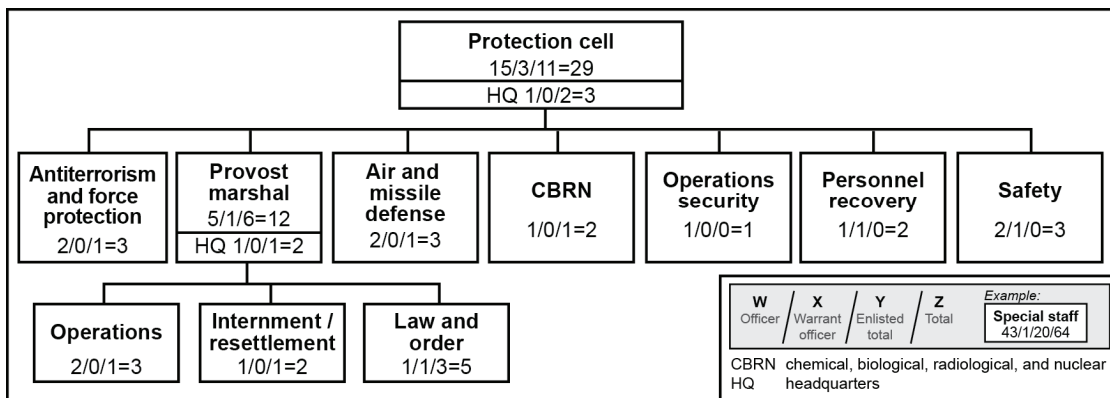


Figure 12-1. Theater army 5.4 protection cell

PROTECTION CELL HEADQUARTERS ELEMENT

12-2. Paragraphs 12-3 through 12-5 discuss the mission, organization, and tasks of the protection cell headquarters element.

MISSION

12-3. The protection cell headquarters element provides management, direction, and priorities for the cell to support theater army requirements.

ORGANIZATION

12-4. The protection cell headquarters element consists of the protection chief, protection operations sergeant major, and driver.

TASKS

12-5. The element determines and prioritizes requirements, allocates resources, identifies issues, evaluates activities, and it provides information and recommendations. The protection cell chief provides leadership, direction and guidance to the protection cell. The chief coordinates and integrates protection support for joint, interagency, and multinational organizations.

ANTITERRORISM AND FORCE PROTECTION SECTION

12-6. Paragraphs 12-7 through 12-9 discuss the mission, organization, and tasks of the antiterrorism and force protection section.

MISSION

12-7. The antiterrorism and force protection section establishes plans, programs, and policies focused on deterring, mitigating, and preparing for a terrorist incident aimed at Department of Defense forces and installations.

ORGANIZATION

12-8. The antiterrorism and force protection section consists of a chief, one engineer operations officer, and one physical security noncommissioned officer.

TASKS

12-9. The antiterrorism and force protection section develops and manages theater wide programs and plans, including specialized operations, for antiterrorism and force protection. It conducts risk assessments by coordinating terrorism threat assessments, vulnerability assessments, and criticality assessments for installations, camps, and troop concentrations. It oversees antiterrorism implementation and execution for the theater security cooperation program. The section develops plans to prevent acts of sabotage and terrorism, but espionage activities fall under the scope the G-2X (counterintelligence and human intelligence operations manager) section of the theater army intelligence cell. It coordinates with host nation and local government forces for the protection of friendly assets and personnel. It coordinates terrorism counteraction analysis and threat analysis for U.S. installations, camps, and troop concentrations. It provides detailed physical and theater security planning within the AO. It advises the theater army commander on AO force protection condition requirements and reporting. The section establishes AO policy for protection and antiterrorism construction standards. The section develops plans, policies, and procedures for physical security throughout the AO. It provides oversight and reviews inspections and assessments of unit physical security posture within the AO.

PROVOST MARSHAL SECTION AND HEADQUARTERS ELEMENT

12-10. Paragraphs 12-11 through 12-13 discuss the mission, organization, and tasks of the provost marshal section and headquarters element.

MISSION

12-11. The provost marshal section plans, coordinates, and synchronizes military police operations for the effective utilization of military police assets.

ORGANIZATION

12-12. The provost marshal section consists of twelve personnel organized into four elements.

TASKS

12-13. The provost marshal section performs theater army Title 10, Army support to other Services, and executive agent responsibilities for military police operations. The section provides guidance and monitors the implementation of theater army military police policies, programs, and orders. It coordinates and supports criminal investigations requiring criminal investigation division and military police investigative expertise. In conjunction with criminal investigation division, it advises the command on police intelligence operations and linkages to local police and other law enforcement agencies. The section coordinates law enforcement and vulnerability countermeasures, and it establishes policy concerning customs and contraband operations. The section coordinates with external organizations for augmentation forces and

assistance in the form of investigative support, military working dogs, law and order detachments, and internment and resettlement operations. The section coordinates and conducts police engagement with multinational, host nation, and civilian police authorities in support of operations.

OPERATIONS ELEMENT

12-14. Paragraphs 12-15 through 12-17 discuss the mission, organization, and tasks of the operations element.

MISSION

12-15. The operations element coordinates with the theater army staff and external organizations to synchronize military police support in the AO.

ORGANIZATION

12-16. The operations element consists of a chief, an operations officer, and an operations senior noncommissioned officer.

TASKS

12-17. The element develops and manages military police input to estimates, plans, and orders. The section monitors the execution of military police operations in the AO. The element ensures military police specific administrative and logistical support is available to deployed military police forces supporting operations or exercises. The element coordinates for training and material enhancements to military police forces located in the area of responsibility (AOR). The element provides theater army guidance on nonlethal tactics, weapons, ammunitions, effects, and systems to ensure compliance with host nation rules of engagement and status of forces agreements.

INTERMENT AND RESETTLEMENT ELEMENT

12-18. Paragraphs 12-19 through 12-21 discuss the mission, organization, and tasks of the internment and resettlement element.

MISSION

12-19. The internment and resettlement element develops plans, policies, and orders to ensure internment and resettlement considerations are included in protection efforts and that internment and resettlement operations are synchronized throughout the AO.

ORGANIZATION

12-20. The internment and resettlement element consists of a chief and one internment and resettlement noncommissioned officer.

TASKS

12-21. The internment and resettlement element manages Department of Defense enemy prisoner of war, internee, and detained personnel programs. The element plans, coordinates, provides, and facilitates staff supervision for the following: detainee operations, populace and resource control, U.S. military prisoner confinement, and dislocated civilian resettlement. It coordinates multinational support for internment and resettlement operations, coordinates support to populations during noncombatant evacuation operations, and provides detainee reporting and data management.

LAW AND ORDER ELEMENT

12-22. Paragraphs 12-23 through 12-25 discuss the mission, organization, and tasks of the law and order element.

MISSION

12-23. The law and order element develops plans and coordinates law and order operations in the AO.

ORGANIZATION

12-24. The law and order element consists of a chief, a police intelligence warrant officer, a senior military customs inspector noncommissioned officer, a military working dog program noncommissioned officer, and a police intelligence noncommissioned officer.

TASKS

12-25. The law and order element plans, coordinates, facilitates, and provides staff supervision for the execution of law and order operations throughout the AO. Law and order operations consist of policing and law enforcement, criminal investigations, traffic operations, host nation police support, customs, police engagement, special reaction teams, and police intelligence operations. The law and order element coordinates support for patrol, military working dog, counterdrug, customs, high-risk personnel security, and protective service operations. During civil support operations, it provides staff support to federal agencies for civil disturbances, immigration emergencies, and law and order operations for the AO. The element provides theater law enforcement and criminal investigation data management for the AO. The element manages the crime prevention program for the AO. It manages military working dogs employed by U.S. and contract security in the AO. It conducts joint, interagency, intergovernmental and multinational police coordination and liaison.

AIR AND MISSILE DEFENSE SECTION

12-26. Paragraphs 12-27 through 12-29 discuss the mission, organization, and tasks of the air and missile defense section.

MISSION

12-27. The air and missile defense section develops plans and policy for air and missile defense synchronization in support of the theater army AO.

ORGANIZATION

12-28. The air and missile defense section consists of a chief, one operations officer, and a noncommissioned officer.

TASKS

12-29. The air and missile defense section coordinates operational-level air and missile defense with theater air and missile defense representatives, and other Service headquarters, while serving as the primary operational and planning link between the combatant commander, the theater army, and Headquarters, Department of the Army for air and missile defense related issues and policies. The section develops air and missile defense input to support theater army estimates, plans, and orders. It produces and maintains air and missile defense designs based on recommended air and missile defense priorities. It assists airspace management and fires planners, as required. The section gathers intelligence, maneuver, and logistical graphics and control measures products to support air and missile defense planning. The section plans, integrates, and synchronizes apportioned air and missile defense assets with maneuver requirements.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SECTION

12-30. Paragraphs 12-31 through 12-33 discuss the mission, organization, and tasks of the chemical, biological, radiological, and nuclear (CBRN) section.

MISSION

12-31. The CBRN section develops a comprehensive program focused on all aspects of CBRN and weapons of mass destruction within the AOR. It develops policy and plans to support the National Military Strategy to combat weapons of mass destruction at theater level.

ORGANIZATION

12-32. The CBRN section consists of a chief and one senior explosive ordinance disposal noncommissioned officer.

TASKS

12-33. The CBRN section provides contingency planning, analysis, coordination, and staff supervision across the AO for CBRN operations. The section plans and monitors support for consequence management operations. It provides input for CBRN force management and time-phased force and deployment data processes. The section coordinates and integrates CBRN support with external organizations such as the Defense Threat Reduction Agency and the United States Army Nuclear and Combating Weapons of Mass Destruction Agency. It monitors weapons of mass destruction sensitive site exploration operations in the AOR. The section develops and refines plans covering toxic industrial materials and proper protocols and procedures to mitigate and remove hazards. It develops estimates, plans, and orders to coordinate CBRN defense measures and provides warning and reporting. It synchronizes the use of obscurants in the AOR. It develops plans and policies for explosive ordinance disposal in the AO. The section maintains the theater reserve of CBRN equipment and monitors AOR weapons of mass destruction and arms control activities.

OPERATIONAL SECURITY SECTION

12-34. Paragraphs 12-35 through 12-37 discuss the mission, organization, and tasks of the operational security section.

MISSION

12-35. The operational security section plans, coordinates, integrates, synchronizes, reviews, and refines operational security policies for the AO.

ORGANIZATION

12-36. The operational security section consists of an operational security officer.

TASKS

12-37. The operational security section organizes and manages the operational security program to include oversight of subordinate programs. It recommends critical information lists and essential elements of friendly information to the commander. The section publishes a standard operating procedure with critical information lists, essential elements of friendly information, and appropriate operational security measures. The section conducts operational security reviews of documents, interviews, contracts, DD Form 254 (Department of Defense Contract Security Classification Specification), Web sites, and any other material that discusses work related information prior to release for public distribution.

PERSONNEL RECOVERY SECTION

12-38. Paragraphs 12-39 through 12-41 discuss the mission, organization, and tasks of the personnel recovery section.

MISSION

12-39. The personnel recovery section integrates personnel recovery guidance into mission planning and accomplishing Title 10 personnel recovery responsibilities.

ORGANIZATION

12-40. The personnel recovery section consists of an aviation officer and one warrant officer.

TASKS

12-41. The personnel recovery section plans, coordinates, synchronizes, monitors, and manages personnel recovery missions in the AO. It integrates data from the intelligence warfighting functional cell to continually refine and update personnel recovery efforts. The section monitors, tracks, and reports on subordinate organizations' personnel recovery operations. The section reviews and updates personnel recovery programs and standard operating procedures. The section oversees the isolated personnel report program. The section manages personnel recovery training, doctrine, and logistics for the theater. The section assists subordinate commands in the development of their personnel recovery programs.

SAFETY SECTION

12-42. Paragraphs 12-43 through 12-45 discuss the mission, organization, and tasks of the safety section.

MISSION

12-43. The safety section provides strategic safety planning and composite risk management oversight for the theater army.

ORGANIZATION

12-44. The safety section consists of a chief, one safety officer, and one aviation safety warrant officer. The section chief is part of the theater army commander's personal staff.

TASKS

12-45. The safety section reviews orders, operations, and exercises to ensure that composite risk management is incorporated. It conducts safety reviews and refines safety plans and orders for implementation. The section conducts safety program evaluations, and it conducts accident investigation as necessary. The section reviews lessons learned, as well as accidents and incidents from subordinate units, to update safety policies and programs. The section provides and coordinates accident investigation and reporting for the following: explosives safety management, contracting, chemical, radiation, system, industrial, range, marine, and port safety. It also coordinates accident investigation and reporting for marine activities, safe cargo operations, emergency planning and response, workplace inspections, training, and tactical safety.

Chapter 13

Theater Army Sustainment Cell

13-1. The theater army sustainment cell integrates the diverse and separate functions of the assistant chief of staff, personnel (G-1), assistant chief of staff, resource management (G-8), assistant chief of staff, logistics (G-4), surgeon, and engineer sections, including the common tasks and systems (people, organizations, information, and processes) that commanders use to accomplish missions and training objectives. It involves many of the technical specialties and activities enumerated under the Army universal task list tactical task 4.0 categories of maintenance, supply, field services, and some transportation tasks, as well as human resource support, financial management, Army health support, engineering facilities construction, and internment and resettlement. (See FM 7-15 for more information on Army tactical tasks.) The theater army is responsible for planning and providing a wide range of functions and services, including Title 10, Army support to other Services (ASOS), and Army executive agent. Figure 13-1 depicts the theater army 5.4 sustainment cell. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.) The supported force may be joint, interagency, intergovernmental, or multinational. The theater army provides support to contractors, civilians (including dislocated citizens and disaster victims), or members of nongovernmental organizations if required. Theater enabling units plan and execute the delivery of these services, in most cases. The theater army sustainment cell consists of a headquarters, a G-1 section, a G-4 section, a G-8 section, surgeon section and an engineer section.

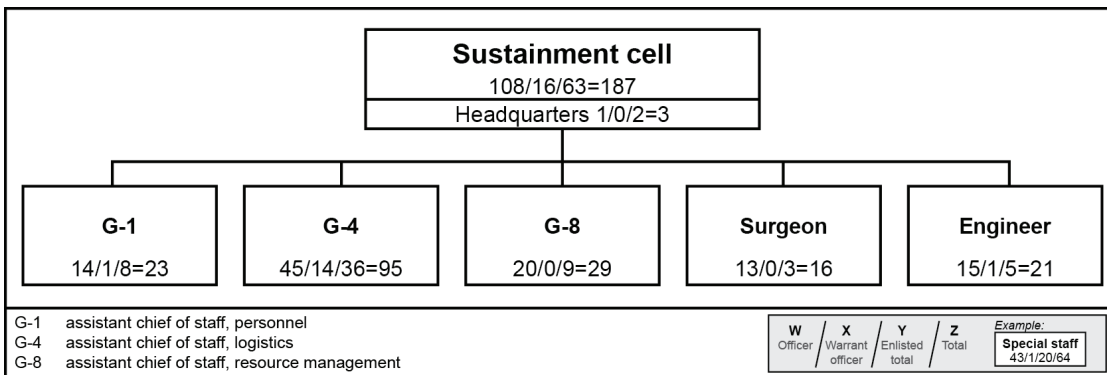


Figure 13-1. Theater army 5.4 sustainment cell

SUSTAINMENT CELL HEADQUARTERS ELEMENT

13-2. Paragraphs 13-3 through 13-5 discuss the mission, organization, and tasks of the sustainment cell headquarters element.

MISSION

13-3. The sustainment cell headquarters element manages and synchronizes sustainment operations for the theater army commander.

ORGANIZATION

13-4. The sustainment cell headquarters section consists of the sustainment chief, the noncommissioned officer in charge, and a driver.

TASKS

13-5. The element determines and prioritizes requirements, allocates resources, and provides information and recommendation to the commander for sustainment.

G-1 DIVISION AND HEADQUARTERS SECTION

13-6. Paragraphs 13-7 through 13-9 discuss the mission, organization, and tasks of the G-1 division and headquarters section.

MISSION

13-7. The G-1 division and headquarters section ensures the readiness and operational capabilities of forces by properly planning, prioritizing, coordinating, integrating, and managing theater army and joint level human resource support. Figure 13-2 depicts the theater army 5.4 G-1. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

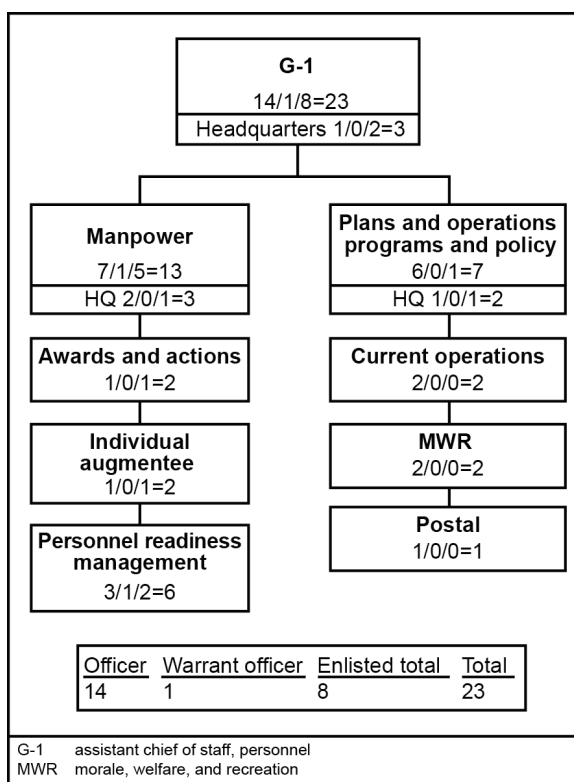


Figure 13-2. Theater army 5.4 G-1

ORGANIZATION

13-8. The G-1 division and headquarters section consists of the manpower section and a plans, operations, programs, and policy section. The G-1 headquarters element consists of the section chief, a human resources sergeant major, and a junior noncommissioned officer.

TASKS

13-9. The G-1 division and headquarters section develops and promulgates human resources policy, plans, priorities, and procedures for the theater. A few examples are casualty and postal operations, strength reporting, and the rest and recuperation and the morale, welfare, and recreation programs. The section provides operational oversight of human resource support and training programs.

MANPOWER SECTION AND HEADQUARTERS ELEMENT

13-10. Paragraphs 13-11 through 13-13 discuss the mission, organization, and tasks of the manpower section and headquarters element.

MISSION

13-11. The manpower section establishes policy for and manages the theater army awards and personnel readiness programs for the area of responsibility (AOR).

ORGANIZATION

13-12. The manpower section is comprised of a headquarters element and an awards and actions element, an individual augmentation element, and a personnel readiness management element. The headquarters element has a section chief, a strength accounting officer, and a senior human resources noncommissioned officer in charge.

TASKS

13-13. The manpower section establishes, manages, and executes theater army awards and decorations programs. It monitors and reports personnel readiness of units within the AOR. It manages personnel readiness of the theater army headquarters, which includes personnel augmentation. The section conducts unit readiness and personnel distribution analysis, distributes casualty and replacement plans, and manages the rotation policy. It assists in reconstitution and reorganization efforts and monitors theater casualties. In conjunction with the human resources sustainment center, it conducts theater-level strength reporting analysis, and establishes and monitors the theater army deployed personnel database.

AWARDS AND ACTIONS ELEMENT

13-14. Paragraphs 13-15 through 13-17 discuss the mission, organization, and tasks of the awards and actions element.

MISSION

13-15. The awards and actions element establishes and manages the theater army's awards program.

ORGANIZATION

13-16. The awards and actions element is comprised of a personnel officer and a human resources noncommissioned officer.

TASKS

13-17. The awards and actions element supports the G-1 in building, generating, coordinating, and sustaining Army and joint awards and personnel actions programs, policies, and procedures. It provides regulatory guidance on awards and personnel actions in coordination with subordinate commands. The element coordinates and monitors actions forwarded to the Department of the Army for approval. The element coordinates congressional actions and line of duty investigations.

INDIVIDUAL AUGMENTEE MANAGEMENT ELEMENT

13-18. Paragraphs 13-19 through 13-21 discuss the mission, organization, and tasks of the individual augmentee element.

MISSION

13-19. The individual augmentee element establishes policy and manages the individual augmentee process for the theater army.

ORGANIZATION

13-20. The individual augmentee management element is comprised of one officer and one noncommissioned officer.

TASKS

13-21. The individual augmentee element coordinates and manages individual augmentation for theater forces. It reviews, analyzes, and processes manpower requests for active component, Army National Guard, United States Army Reserve, and retiree recalls filling wartime individual augmentation system positions. The element coordinates with the Headquarters, Department of the Army Human Resources Command and commands on the deployment process and priorities for personnel placement in contingency operations based on priorities of fill. It assists and manages personnel actions to include extensions and renewal of position requirements.

PERSONNEL READINESS MANAGEMENT ELEMENT

13-22. Paragraphs 13-23 through 13-25 discuss the mission, organization, and tasks of the personnel readiness management element.

MISSION

13-23. The personnel readiness management element manages personnel readiness for theater army forces in the AOR.

ORGANIZATION

13-24. The personnel readiness management element consists of an element chief, a strength accounting officer, a readiness officer, a military personnel warrant officer, and two senior human resources noncommissioned officers.

TASKS

13-25. The element assists the operations element and headquarters section in building, generating, coordinating, and sustaining theater army officer and enlisted management programs, systems, policies, and procedures. The element manages readiness, replacement, and accountability of officers and enlisted personnel. It manages strength reporting, reconstitutes forces, and receives subordinate joint personnel status and casualty reports. It analyzes, compiles, and submits joint personnel status and casualty reports. The element assists in unit status reporting. It downloads, reviews, and publishes results of promotion lists, and it processes strength related personnel actions.

PLANS AND OPERATIONS PROGRAMS AND POLICY SECTION AND HEADQUARTERS ELEMENT

13-26. Paragraphs 13-27 through 13-29 discuss the mission, organization, and tasks of the plans and operations programs and policy section and headquarters element.

MISSION

13-27. The plans and operations programs, policy section provides the theater army with current operations support, planning, morale, welfare, and recreation (MWR) and postal support.

ORGANIZATION

13-28. The plans, operations, programs and policy section consists of four elements. They are headquarters, current operations, MWR, and postal. The headquarters element consists of a section chief and a senior human resources noncommissioned officer.

TASKS

13-29. The plans, operations, programs and policy section facilitates the tracking and management of human resources operations in the AOR. It maintains a G-1 common operating picture. It provides human resources representation for theater army planning and exercises. It develops and coordinates future human resources plans and operations. The section, in coordination with the human resources sustainment center, participates in joint operational planning. It conducts casualty operations and replacement policies and planning. It develops rest and recuperation policy, synchronizes MWR activities, and provides oversight for casualty operations. The section manages and oversees theater postal operations including the development and integration of policies and procedures.

CURRENT OPERATIONS ELEMENT

13-30. Paragraphs 13-31 through 13-33 discuss the mission, organization, and tasks of the current operations element.

MISSION

13-31. The current operations element provides human resources coordination and oversight of current operations.

ORGANIZATION

13-32. The current operations element consists of two human resources officers.

TASKS

13-33. The current operations element, in coordination with the human resources sustainment center, executes human resources planning and operations. It provides policy guidance and staff supervision for human resources operations. It conducts analysis of human resource and casualty operations. It provides human resources input for estimates, plans, and orders. It integrates noncombatant evacuation into analysis and plans. The element supports the G-1 in building, generating, coordinating, and sustaining theater army and joint human resources plans and operations systems, policies, and procedures.

MORALE, WELFARE, AND RECREATION ELEMENT

13-34. Paragraphs 13-35 through 13-37 discuss the mission, organization, and tasks of the MWR element.

MISSION

13-35. The MWR element establishes policy, and it coordinates and manages MWR activities and services for the theater army.

ORGANIZATION

13-36. The MWR element consists of two human resources officers.

TASKS

13-37. The MWR element establishes MWR policy. It coordinates and manages MWR activities and services for the theater army. It acquires host-nation support for MWR activities. It supports recreation and recuperation sites, locations, and activities. It coordinates with the Army and Air Force Exchange Service, the Red Cross, United Service Organizations, and Armed Forces Entertainment to develop and maintain wartime standards of service. The element manages unit MWR funds and the rest, recuperation, and MWR trip programs. It also manages donations, United Service Organizations procedures, and policies governing operational deployments.

POSTAL ELEMENT

13-38. Paragraphs 13-39 through 13-41 discuss the mission, organization, and tasks of the postal element.

MISSION

13-39. The postal element establishes postal policies and manages postal operations for the theater army.

ORGANIZATION

13-40. The postal element has one postal officer.

TASKS

13-41. The postal element coordinates with the human resources sustainment center, the theater support command, and the Military Postal Service Agency for postal operations throughout the AOR. It develops and integrates postal policies and procedures for the AOR. It develops and coordinates contractual postal support operations.

G-4 SECTION AND HEADQUARTERS ELEMENT

13-42. Paragraphs 13-43 through 13-45 discuss the mission, organization, and tasks of the G-4 section and headquarters element.

MISSION

13-43. The G-4 section and headquarters element develops plans and policies, establishes priorities, integrates logistics, and assesses readiness. The sections inside the G-4 section do not manage commodities, but rather they establish policies, plans, and priorities for execution and synchronization by the theater sustainment command. Figure 13-3 depicts the theater army 5.4 G-4. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

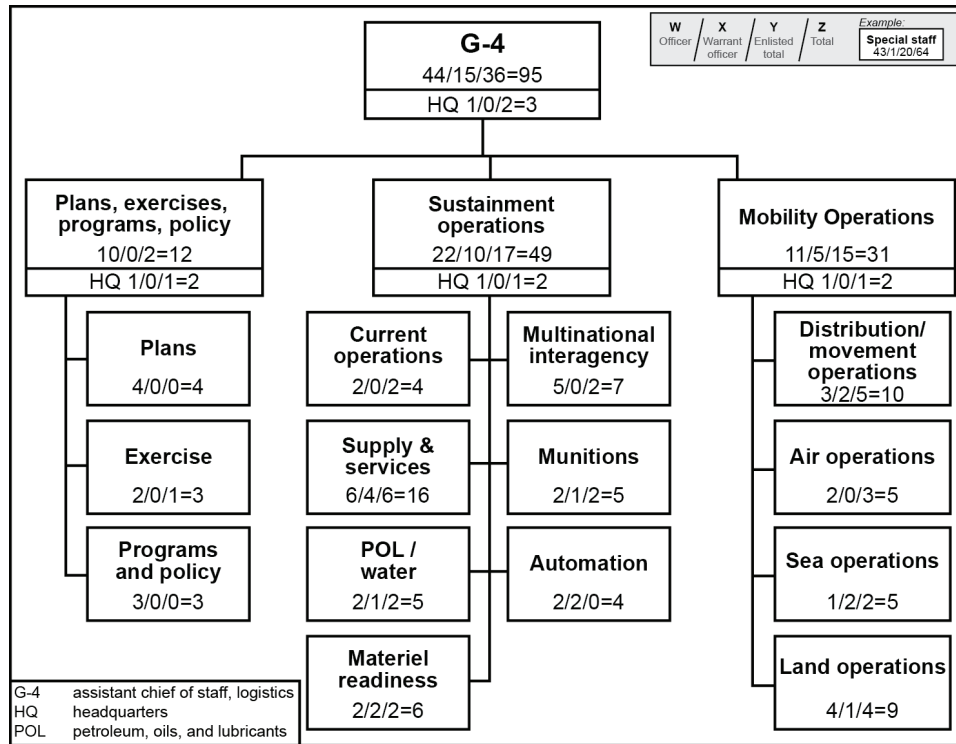


Figure 13-3. Theater army 5.4 G-4

ORGANIZATION

13-44. The G-4 section consists of a headquarters element and three sections: the plans, exercises, programs, and policy section, the sustainment operations section, and the mobility operations section. The headquarters section consists of the G-4, the senior logistics noncommissioned officer, and one supply noncommissioned officer.

TASKS

13-45. The primary function of the G-4 section and headquarters element is to assess, coordinate, integrate, direct, and provide all theater army and joint sustainment operations and programs. It provides planning, policy, and staff oversight of Title 10 and ASOS requirements in support of theater missions. It supports the contingency command post, when deployed.

PLANS, EXERCISES, PROGRAMS, AND POLICY SECTION AND HEADQUARTERS ELEMENT

13-46. Paragraphs 13-47 through 13-49 discuss the mission, organization, and tasks of the plans, exercises, programs, and policy section and headquarters element.

MISSION

13-47. The plans, exercises, programs, and policy section and headquarters element prepares the concept of support for estimates, plans, and orders. It analyzes, evaluates and monitors the force flow inputs for operations plans and concept plans for operations and exercises. It provides advice and guidance to commanders and staffs concerning ASOS and administrative control resources.

ORGANIZATION

13-48. The plans, exercises, programs, and policy section consists of the following elements: headquarters, plans, exercise, and program and policies. The headquarters element consists of the branch chief and one operations noncommissioned officer.

TASKS

13-49. The plans, exercises, programs, and policy element compares all sustainment requirements and shortfalls for theater army, multinational, and other Service forces executing operations and exercises. It develops processes to evaluate operational contract support requirements. It plans, prepares, and executes the programming and budgeting for sustainment support for exercises. The section develops the logistics portion of plans and contingencies in support of the headquarters security strategy. It publishes plans, programs, and policies regarding ASOS and administrative control support to Army, joint, and multinational forces forward stationed, transiting or operating within the AOR.

PLANS ELEMENT

13-50. Paragraphs 13-51 through 13-53 discuss the mission, organization, and tasks of the plans element.

MISSION

13-51. The plans element prepares the concept of support for estimates, plans, and orders.

ORGANIZATION

13-52. The plans element is comprised of the element chief, one acquisition plans officer, one aviation logistics plans officer, and one logistics plans officer.

TASKS

13-53. The plans element prepares the concept of support for estimates, plans, and orders. It analyzes, evaluates, and monitors time-phased force and deployment data input for estimates, plans, and orders. The element compares all sustainment requirements and shortfalls for theater army, multinational, and other Service forces executing operations and exercises. The element manages the acquisition and life cycle management processes. These processes include the development and coordination of materiel fielding plans, operational contract support related plans (in coordination with the contracting support brigade and the logistics civil augmentation program), and specific analysis of acquisition strategies. The section makes recommendations on command policy for materiel and operational contract support. All materiel fielding plans and policies are coordinated with the aligned Army field support brigade and the appropriate assistant secretary of the Army for acquisition, logistics, and technology staff. Contract related planning is coordinated with the aligned Army field support brigade and contracting support brigade. (See JP 4-10 and ATTP 4-10 for more detail.) The element conducts pre-deployment planning, and, in coordination with the G-3, it ensures the integrated flow of contractors into theater. The element monitors the execution of material fielding and contract support integration plans and provides analysis and recommendations for both. The element provides command policy and planning guidance on aviation maintenance and logistics.

EXERCISE ELEMENT

13-54. Paragraphs 13-55 through 13-57 discuss the mission, organization, and tasks of the exercise element.

MISSION

13-55. The exercise element is responsible for developing, coordinating, and monitoring logistical support of exercises.

ORGANIZATION

13-56. The exercise element is comprised of the element chief, one operations officer, and one senior operations noncommissioned officer.

TASKS

13-57. The element develops, coordinates, and monitors logistical support of exercises based on contingency plans and operations. The element develops, plans, and coordinates all aspects of logistics for theater security cooperation exercises, operations, and engagements. The element works in conjunction with the G-8 to obtain the necessary funding to provide the required logistics support.

PROGRAMS AND POLICY ELEMENT

13-58. Paragraphs 13-59 through 13-61 discuss the mission, organization, and tasks of the programs and policy element.

MISSION

13-59. The programs and policy element provides advice and guidance concerning ASOS and administrative control resources to commanders and staffs and manages the internal G-4 budget for travel, temporary duty, and sustainment cell needs.

ORGANIZATION

13-60. The programs and policy element is comprised of the element chief, one logistics programs and policy officer, and one programs officer.

TASKS

13-61. The programs and policy element manages the programming and budgeting for logistical contracts supporting operations and exercises. It coordinates funding supply support from other sources, theater infrastructure programs, and wartime host nation support agreements. It develops and enforces theater sustainment policies as required. The element interprets Army managerial policy for the subsequent development of theater army policies. It consolidates G-4 inputs for submission into the Planning, Programming, Budgeting, and Execution and integrated priority list processes. The element develops command budget submissions, conducts program reviews, and maintains program information for G-4 staffing requirements. The element provides advice and guidance concerning ASOS resources to commanders and staffs. The element manages the internal G-4 budget for travel, temporary duty, and sustainment cell requirements.

SUSTAINMENT OPERATIONS SECTION AND HEADQUARTERS ELEMENT

13-62. Paragraphs 13-63 through 13-65 discuss the mission, organization, and tasks of the sustainment operations section and headquarters element.

MISSION

13-63. The sustainment operations section and headquarters element coordinates and monitors logistics operations and provides sustainment for all classes of supply in the area of operations (AO).

ORGANIZATION

13-64. The sustainment operations section and headquarters element consists of a headquarters element and seven other elements. These are the current operations, supply and services, petroleum, oils, and lubricants (POL), water, materiel readiness, multinational and interagency, munitions, and automations elements. The headquarters section is comprised of the chief and one senior logistics services noncommissioned officer.

TASKS

13-65. The sustainment operations section and headquarters element coordinates and monitors logistic operations and provides oversight on all classes of supply in the AOR. The sustainment operations section reviews and provides input regarding logistics support to all war and contingency plans. It coordinates mortuary affairs in the theater and serves as the theater executive agent for the joint mortuary affairs program. The section coordinates with the provost marshal section on internment and resettlement sustainment requirements. The section plans and coordinates ASOS and administrative command logistics support to the theater army. The sustainment operations section establishes command policy for retrograde operations. It directs the disposal and redistribution of captured enemy supplies and equipment. It also coordinates host nation support requirements in the AOR.

CURRENT OPERATIONS ELEMENT

13-66. Paragraphs 13-67 through 13-69 discuss the mission, organization, and tasks of the current operations element.

MISSION

13-67. The current operations element is responsible for sustainment, integration, and synchronization in the AOR.

ORGANIZATION

13-68. The current operations element is composed of the element chief, one logistics officer, one senior supply noncommissioned officer, and one maintenance noncommissioned officer.

TASKS

13-69. The current operations element provides policy guidance and staff supervision for sustainment operations. It integrates and synchronizes the supply chain for the AOR. It monitors current operations, administrative command, and ASOS support responsibilities in support of forces. The element monitors the maintenance operations status. The current operations element produces the situation reports and logistical status reports with input from the sustainment cell. The element sets priorities, establishes stock levels, provides staff oversight of critical materials, and obtains support from the civilian economy if needed. The element supports the contingency command post when deployed.

SUPPLY AND SERVICES ELEMENT

13-70. Paragraphs 13-71 through 13-73 discuss the mission, organization, and tasks of the supply and services element.

MISSION

13-71. The supply and services element establishes and coordinates distribution of supplies and services in AOR. It provides guidance and supervision for supply and service functions. It assesses the effectiveness of the supply chain.

ORGANIZATION

13-72. The supply and services element consists of six officers, four warrant officers, and six noncommissioned officers. It is organized as follows: an element chief, a class I operations officer, a class II operations officer, a class III operations officer, a class IV officer, a mortuary affairs officer and noncommissioned officer, an aerial delivery warrant officer, a food service warrant officer and noncommissioned officer, a supply systems warrant officer, a logistics noncommissioned officer, a field services noncommissioned officer, a class VII officer and noncommissioned officer, an asset visibility officer, a property book warrant officer, and a readiness noncommissioned officer.

TASKS

13-73. The supply and services element coordinates and monitors the flow of classes I, II, IV, VII and IX to Army, joint, interagency and multinational forces in accordance with the theater army commander's operational plans. It reviews subordinate unit supply and service plans. The element provides policy guidance and staff supervision for supply and service functions and assesses the effectiveness of the supply chain. It establishes property accountability standards in coordination with the Department of the Army G-4. The element provides policy guidance and tracks execution of retrograde operations. It develops supply and services appendices for estimates, plans, and orders supporting operations. The element coordinates theater mortuary affairs and serves as the executive agent for the joint mortuary affairs program. The element provides oversight of aerial delivery operations in coordination with counterparts in the theater sustainment command and expeditionary sustainment command. The element provides planning, policy, and coordination for food service operations in the AOR. The element provides technical guidance to supply support activities to establish and maintain adequate supply stockage levels, including floats, for the theater army. The element determines theater laundry and shower requirements and provides field services input to operation plan annexes. The element establishes, evaluates, and monitors unit training and preventative maintenance programs for field services units. The element monitors the operational readiness of Army pre-positioned stocks; theater provided equipment issue, accountability, and turn-in coordination; and theater training support systems equipment and stocks. The element maintains asset visibility and accountability for class VII equipment in AOR. The element provides deployment requirements and instructions to units designated to use Army pre-positioned stocks, theater specific and theater provided equipment. The element analyzes data and reports to recognize trends and problem areas for subordinate units.

PETROLEUM, OILS, AND LUBRICANTS AND WATER ELEMENT

13-74. Paragraphs 13-75 through 13-77 discuss the mission, organization, and tasks of the POL and water element.

MISSION

13-75. The POL and water element provides policy guidance and staff supervision for bulk class III and water support operations in the AOR.

ORGANIZATION

13-76. The POL and water element consists of the element chief, one petroleum management officer, one petroleum warrant officer, one POL operations noncommissioned officer, and one water treatment noncommissioned officer.

TASKS

13-77. The POL and water element coordinates, monitors, and provides staff oversight of fuel and water support to Army, joint, interagency, and multinational forces in accordance with the theater army commander's operations plan. The element develops policy guidance and staff supervision for bulk class III and water support operations in AOR. It develops class III and water support appendices for operations plans and reviews subordinate units' plans. It interfaces and coordinates with the joint petroleum office, Defense Logistics Agency, and Army Material Command regarding fuel and water support. The element monitors the water and petroleum usage of units to determine adequate theater stockage levels.

MATERIEL READINESS ELEMENT

13-78. Paragraphs 13-79 through 13-81 discuss the mission, organization, and tasks of the materiel readiness element.

MISSION

13-79. The materiel readiness element monitors and analyzes equipment readiness status and coordinates maintenance services and parts within the AOR.

ORGANIZATION

13-80. The materiel readiness element consists of the element chief, readiness officer, maintenance warrant officer, aviation maintenance warrant officer, senior maintenance noncommissioned officer, and special equipment maintenance noncommissioned officer.

TASKS

13-81. The materiel readiness element, in coordination with the theater sustainment command, determines the maintenance workload requirements (except medical) for the AOR. It coordinates recovery, salvage, and evacuation operations, including battle damage assessment. It determines maintenance timelines and provides staff oversight of the class IX supply chain. The element formulates policy, procedures, and directives related to materiel readiness. The element monitors and analyzes the equipment readiness status and coordinates maintenance services and parts within the AOR. The element provides and manages command policy and planning guidance on maintenance and logistics, including aviation. The element provides oversight of the maintenance reporting system, including special equipment, by collecting and analyzing maintenance reports.

MULTINATIONAL AND INTERAGENCY ELEMENT

13-82. Paragraphs 13-83 through 13-85 discuss the mission, organization, and tasks of the multinational and interagency element.

MISSION

13-83. The multinational and interagency element coordinates theater army logistics support, except medical, for multinational forces, U.S. agencies, nongovernmental organizations, and intergovernmental organizations.

ORGANIZATION

13-84. The multinational and interagency element consists of the element chief, three logistics officers, a host nation transportation officer, a logistics operations noncommissioned officer, and a transportation management noncommissioned officer.

TASKS

13-85. The element develops estimates, plans, and orders to support theater army logistic support, except medical, to multinational forces, U.S. agencies, nongovernmental organizations, and intergovernmental organizations. It develops detailed requirement statements to negotiate support from the host nation. The element manages host nation acquisition and cross-servicing agreements and multinational support programs. The element conducts technical training on all programs it manages. It develops procedures to ensure multinational forces, U.S. agencies, nongovernmental organizations, and intergovernmental organizations reimburse U.S. forces for logistics support they received.

MUNITIONS ELEMENT

13-86. Paragraphs 13-87 through 13-89 discuss the mission, organization, and tasks of the munitions element.

MISSION

13-87. The munitions element provides staff oversight of ammunition supply, management, storage, reporting, and safety within the AOR.

ORGANIZATION

13-88. The munitions element is comprised of the element chief, one ammunition retrograde officer, one ammunition warrant officer, one ammunition noncommissioned officer supervisor, and one ammunition noncommissioned officer.

TASKS

13-89. The munitions element coordinates supply of arms, munitions, and munitions equipment in the theater. It prepares and develops theater munitions policies and procedures, in conjunction with Headquarters, Department of the Army and the joint munitions command. It ensures sufficient ammunition stocks are available and positioned in the theater. It coordinates with the theater sustainment command to develop the ammunition concept of support, priorities, and controlled supply rates for plans, orders, and operations. The element develops policy concerning disposition of captured enemy ammunition. The section develops plans and policy for ammunition retrograde operations. The element reviews plans for new or proposed construction to ammunition facilities. The element provides representatives to boards, centers and cells as required. The element coordinates with the supporting Army field support brigade for munitions storage activities and unit combat load serviceability.

AUTOMATION ELEMENT

13-90. Paragraphs 13-91 through 13-93 discuss the mission, organization, and tasks of the automation element.

MISSION

13-91. The automation element establishes the logistics standard Army multicommand management information system policy. It designs, implements, and monitors the logistics standard Army multicommand management information system network for the AOR.

ORGANIZATION

13-92. The automation element is comprised of one logistics automation management officer, one information systems management officer, one senior supply systems warrant officer, and one information systems warrant officer.

TASKS

13-93. The automation element develops logistics automation policy and prepares logistics automation plans for the theater army. It designs the logistics standard Army multicommand management information system network architecture to ensure connectivity between all echelons, services, agencies, multinational, and host nation organizations. The element coordinates with the command, control, communications, and computer systems staff officer (G-6) staff for communications requirements. The element inputs relevant sustainment information into the commander's common operational picture to assist the staff and commander in planning, preparing, and executing operations.

MOBILITY OPERATIONS SECTION AND HEADQUARTERS ELEMENT

13-94. Paragraphs 13-95 through 13-97 discuss the mission, organization, and tasks of the mobility operations section and headquarters element.

MISSION

13-95. The mobility operations section and headquarters element is the primary technical advisor to the G-4 on all matters pertaining to theater transportation policy, support to deploying and redeploying forces, and the distribution of material.

ORGANIZATION

13-96. The mobility operations section and headquarters element is comprised of the headquarters and four elements. They are the distribution and movement operations element, the air operations element, the sea operations element, and the land operations element. The headquarters element consists of the branch chief and senior noncommissioned officer.

TASKS

13-97. The mobility operations section provides staff oversight of the distribution, retrograde, and redeployment of equipment, personnel, supplies, and services. It arbitrates conflicting unit deployment and redeployment in coordination with the G-3. The section provides technical expertise on all theater transportation policy and systems. It validates the time-phased force and deployment data and provides expertise on movement planning and execution. It manages the Joint Operation Planning and Execution System operations for the theater. It provides in-transit visibility for deployment and redeployment operations of personnel, equipment, and material.

DISTRIBUTION AND MOVEMENT OPERATIONS ELEMENT

13-98. Paragraphs 13-99 through 13-101 discuss the mission, organization, and tasks of the distribution and movement operations element.

MISSION

13-99. The distribution and movement operations element coordinates and monitors intertheater deployment and redeployment operations in the AOR.

ORGANIZATION

13-100. The distribution and movement operations element consists of the element chief, integration operations officer, transportation operations officer, two mobility warrant officers, a transportation operations supervisor noncommissioned officer in charge, a staff Joint Operation Planning and Execution System and joint force requirements generator movement analyst noncommissioned officer, two movement noncommissioned officers, and an information technology systems administration noncommissioned officer.

TASKS

13-101. The distribution and movement operations element coordinates and matches transportation resources and requirements in coordination with the Surface Deployment and Distribution and Transportation Commands. The element integrates data from disparate deployment systems. It provides oversight for the distribution, retrograde, and redeployment of equipment, personnel, supplies, services, and equipment for the theater. The element manages the reception, staging, onward movement, and integration and Joint Operation Planning and Execution System processes. It monitors the standard Army

multicommand management information system and other information sources to maintain in-transit visibility of deploying forces and materiel to synchronize theater deployment, reception, staging, onward movement, integration, and redeployment operations. The element establishes policy, procedures, and oversight of the inland container management program. The element integrates and prioritizes unit and sustainment movements in the AOR. It analyzes and provides recommendations on the impact of force-flow on reception, staging, onward movement, and integration capabilities.

AIR OPERATIONS ELEMENT

13-102. Paragraphs 13-103 through 13-105 discuss the mission, organization, and tasks of the air operations element.

MISSION

13-103. The air operations element monitors the operation of aerial ports and contingency airfields to determine operational capabilities and limitations across the AOR.

ORGANIZATION

13-104. The air operations element is comprised of an air movement officer, one air operations officer, one terminal operations noncommissioned officer, one air operations noncommissioned officer, and one staff movement noncommissioned officer.

TASKS

13-105. The air operations element plans and coordinates air movement operations, including host nation, common-user, special, and multinational operational moves. The commander Air Force forces is normally delegated operational control of Air Force assets, and, if designated the joint force air component commander, will typically exercise tactical control of air mobility forces made available to the joint force air component commander. If the joint task force requires additional air mobility forces beyond those already made available for tasking, additional augmentation may be requested. The commander Air Force forces may appoint a director of mobility forces to function as coordinating authority for air mobility with all commands and agencies, both internal and external to the joint task force, including the joint air operations center, the 618th tactical air command center, and the joint deployment and distribution operations center and the joint movement center. The director of mobility forces will ensure the effective integration of intertheater and intratheater air mobility operations, and facilitate intratheater air mobility operations on behalf of the commander Air Force forces. The director of mobility forces provides guidance to the air mobility division on air mobility matters, but such guidance must be responsive to the timing and tempo of operations managed by the joint air operations center director. Specific duties of director of mobility forces include the following: 1. Coordinate integration of intertheater air mobility capability provided by United States Transportation Command. 2. Facilitate the tasking and employment of air mobility forces attached or assigned to the joint force commander in conjunction with the air operations center commander. 3. Coordinate with the air operations center director or commander and air mobility division chief to integrate air mobility operations supporting the joint force commander into the air assessment, planning, and execution process, and de-conflict them with other air operations. 4. Coordinate with the 618th tactical air command center and Air Force Transportation Component of United States Transportation Command to ensure the joint force air mobility support requirements are met. 5. Assist in the integration and coordination of the multinational air mobility plan. An air mobility liaison officer is located at division and above and facilitates intratheater airlift requests validated and prioritized by the Army Service component commander. Army units assign ground liaison officers to the joint air operations center or air operations center and theater airlift emergency operations center on occasion to monitor and report on the current airlift situation. They also advise Air Force mission commanders and staffs on Army air movement requirements, priorities, and other matters affecting the airlift situation. Ground liaison officers assigned to the joint air operations center or Army air operations center report through the battlefield coordination detachment. They are also the principal points of contact between the Air Force contingency response groups and Army airfield control groups for controlling Army theater airlift movements. (See JP 3-17 for more information on air mobility operations.)

SEA OPERATIONS ELEMENT

13-106. Paragraphs 13-107 through 13-109 discuss the mission, organization, and tasks of the sea operations element.

MISSION

13-107. The sea operations element develops policies, programs, and procedures for the movement of personnel, equipment, and material for theater sealift.

ORGANIZATION

13-108. The sea operations element is composed of one marine terminal officer, one mobility warrant officer, one watercraft operations warrant officer, one movement operations noncommissioned officer, and one cargo specialist noncommissioned officer.

TASKS

13-109. The sea operations element develops policies, programs, and procedures for the movement of personnel, equipment, and material by sealift and watercraft. It conducts planning and coordination for sealift and intratheater watercraft operations. The Army component usually provides common-user land and inland waterway transportation. It also conducts water terminal operations and, when necessary, logistics over-the-shore operations. It prioritizes and allocates sealift assets according to theater priorities. The element coordinates and integrates sea movement in support of deploying and redeploying forces. It maintains in-transit visibility of materiel by sealift. The element monitors port clearance, berthing, staging, and departure of forces and material from seaports. It maintains data on sealift and terminal capabilities and limitations. It plans, coordinates, and monitors seaports, joint logistics over-the-shore, and other lines of communication operations in coordination with Surface Deployment and Distribution Command. The element coordinates for port security.

LAND OPERATIONS ELEMENT

13-110. Paragraphs 13-111 through 13-113 discuss the mission, organization, and tasks of the land operations element.

MISSION

13-111. The land operations element formulates ground transportation and movement control policy across the AOR.

ORGANIZATION

13-112. The land operations element is composed of one element chief, one operations officer, one motor and rail officer, one circulation control officer, one mobility warrant officer, two operations noncommissioned officers, one highway operations noncommissioned officer, and one staff movement noncommissioned officer.

TASKS

13-113. The land operations element establishes ground transportation and movement control plans, policies, and programs to manage surface movements. It establishes movement priorities for general, hazardous, joint, interagency, intergovernmental, multinational, and host nation cargo. The element coordinates with outside organizations for the clearance to transport hazardous materials, POL, class V, and other cargo causing transport issues. The element coordinates with the host nation to resolve port clearance, customs, and tax issues. It monitors movement of forces and cargo using rail, highway, or inland waterway assets. The element maintains the common operating picture of the surface transportation network. It provides alternatives when the surface transportation network experiences disruptions or degraded capabilities.

G-8 SECTION AND HEADQUARTERS ELEMENT

13-114. Paragraphs 13-115 through 13-117 discuss the mission, organization, and tasks of the G-8 section and headquarters element.

MISSION

13-115. The theater army G-8 section and headquarters element manages all financial matters for the theater army. The theater army G-8 recommends the best allocation of resources to accomplish theater army missions. Figure 13-4 depicts the theater army 5.4 G-8. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

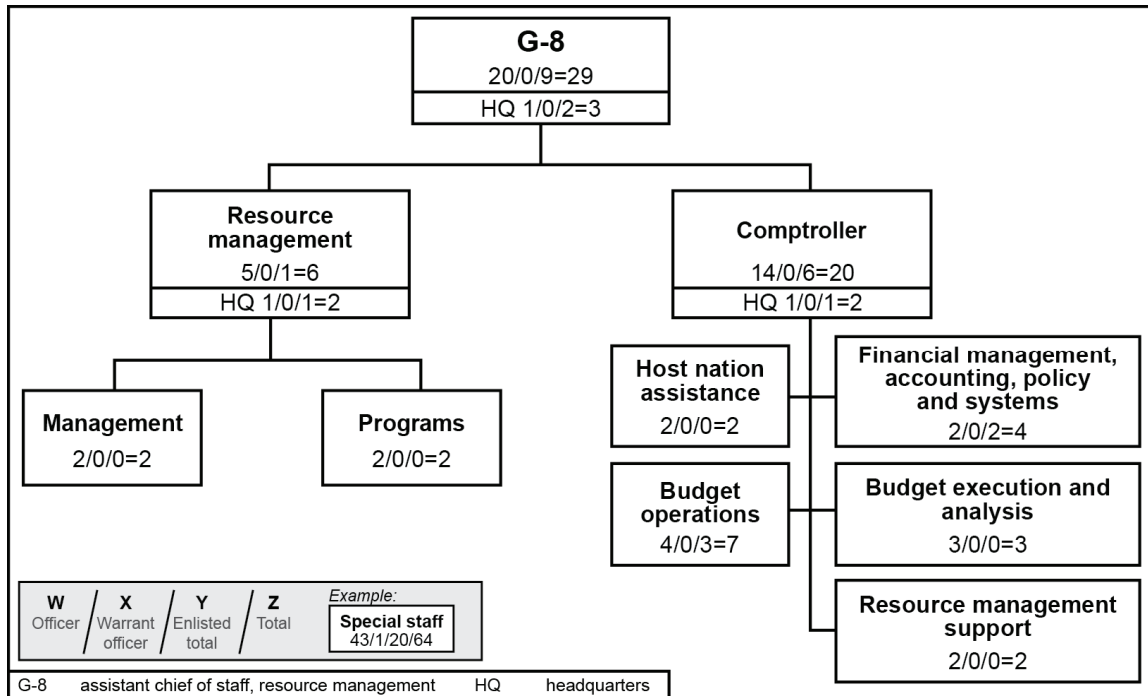


Figure 13-4. Theater army 5.4 G-8

ORGANIZATION

13-116. The G-8 section is composed of a headquarters and two sections, the resource management and comptroller sections. The headquarters section consists of the G-8, the senior financial management noncommissioned officer, and one operations noncommissioned officer.

TASKS

13-117. The G-8 section and headquarters element develops, coordinates, and synchronizes theater resource management policy, requirements, and support. It manages the Planning, Programming, and Budgeting Execution process. It identifies resource requirements and determines sources of funding for administrative control, ASOS, and, when designated, executive agent activities. The G-8 section establishes the managers' internal control program and establishes cost management and accounting procedures.

RESOURCE MANAGEMENT SECTION AND HEADQUARTERS ELEMENT

13-118. Paragraphs 13-119 through 13-121 discuss the mission, organization, and tasks of the resource management section and headquarters element.

MISSION

13-119. The resource management section and headquarters element plans and coordinates financial management policy and support for operations. It supervises and manages the programs and management elements.

ORGANIZATION

13-120. The resource management section and headquarters element is composed of a headquarters and the management and programs elements. The headquarters consists of the section chief and a senior noncommissioned officer.

TASKS

13-121. The resource management and headquarters element manages all financial management matters for the theater army. It provides input into the Planning, Programming, and Budgeting Execution process for the theater army. The element oversees the managers' internal control program and coordinates for audits with external agencies. The section coordinates force flow for financial management units. In coordination with the financial management center, it prepares financial management input to estimates, plans, and orders. The section coordinates and synchronizes financial management functions and tasks in support of theater army's administrative control, ASOS, and when designated, executive agent responsibilities.

MANAGEMENT ELEMENT

13-122. Paragraphs 13-123 through 13-125 discuss the mission, organization, and tasks of the management element.

MISSION

13-123. The management element performs management functions for the command and monitors the orders process for resource implications.

ORGANIZATION

13-124. The management element consists of the chief and a management analyst officer.

TASKS

13-125. The management element administers the managers' internal control program. It validates cost factors associated with requirements. The element conducts contract support request package reviews and cost analysis. It performs lean six sigma functions. The element coordinates audits with external agencies. In coordination with the financial management center, it prepares financial management input for estimates, plans, and orders in support of operations.

PROGRAMS ELEMENT

13-126. Paragraphs 13-127 through 13-129 discuss the mission, organization, and tasks of the programs element.

MISSION

13-127. The programs element is responsible for submission of required fiscal documents. The element is the command fiscal expert and advisor on Department of Defense, Joint Chiefs of Staff, and Headquarters, Department of the Army planning and programming documents (for example, Strategic Planning Guidance and the Army Plan).

ORGANIZATION

13-128. The programs element consists of the chief and a comptroller officer.

TASKS

13-129. The programs element monitors legislative initiatives to assess their impacts and provides input to congressional liaison personnel. It produces extended future year plans and budgets in accordance with national and Department of Defense strategies and policies. It provides fiscal policy guidance for estimates, plans, and orders. It prepares the program objective memorandum and integrated priority list input for the theater army. The element reviews and analyzes change proposals, program budget decisions, program decision memorandum, joint quarterly readiness review, and Joint Requirements Oversight Council for fiscal implications.

COMPTROLLER SECTION AND HEADQUARTERS ELEMENT

13-130. Paragraphs 13-131 through 13-133 discuss the mission, organization, and tasks of the comptroller section and headquarters element.

MISSION

13-131. The comptroller section and headquarters element provides accounting policy, advice, assistance, and cost management assessment for the theater army.

ORGANIZATION

13-132. The comptroller section consists of a headquarters and five additional elements: the host nation assistance element; the budget operations element; the financial management, accounting, policy, and systems element; the budget execution and analysis element; and the resource management support element. The headquarters section consists of one section chief and one senior financial management noncommissioned officer.

TASKS

13-133. The comptroller section and headquarters element manages fiscal policy and guidance for budgeting, receipt, distribution, and execution of funding based on command requirements and priorities. The comptroller section synchronizes financial management operations between the main command post and the contingency command post. The section supervises and manages financial management systems oversight. It conducts joint fiscal reviews, cost accounting, past year liquidation, and trend analysis. It provides accounting policy, assistance, and cost management assessment during the development of estimates, plans, and orders. The section also prepares budget estimate submissions.

HOST NATION ASSISTANCE ELEMENT

13-134. Paragraphs 13-135 through 13-137 discuss the mission, organization, and tasks of the host nation assistance element.

MISSION

13-135. The host nation assistance element supports theater-wide international arrangements and assesses financial impacts.

ORGANIZATION

13-136. This host nation assistance element consists of a chief and a financial management officer.

TASKS

13-137. The host nation assistance element provides fiscal support, as required, to support host nation agreements and negotiations. The element assists in coordinating the reimbursement or sharing of costs related to support to host nation agreements. The element prepares host nation support reports as required. It coordinates and synchronizes agreements and memorandums for interagency and inter-Service support requirements.

BUDGET OPERATIONS ELEMENT

13-138. Paragraphs 13-139 through 13-141 discuss the mission, organization, and tasks of the budget operations element.

MISSION

13-139. The budget operations element monitors budget execution for current operations to ensure compliance with fiscal law and current policy directives.

ORGANIZATION

13-140. The budget operations element consists of an element chief, three budget officers, and three noncommissioned officers.

TASKS

13-141. The budget operations element conducts resource distribution via standard accounting systems. The element coordinates the execution of administrative control and ASOS resource management functions. It monitors the orders process for resource implications. The element reviews and coordinates contingency cost estimates. It provides fiduciary advice, assistance, and technical oversight during current operations. It provides input for resource management systems. It determines best practices and the most efficient fiscal courses of action. The element performs current resource management planning. The element produces resource management input to estimates, plans, and orders for operations.

FINANCIAL MANAGEMENT, ACCOUNTING, POLICY, AND SYSTEMS ELEMENT

13-142. Paragraphs 13-143 through 13-145 discuss the mission, organization, and tasks of the financial management, accounting, policy, and systems element.

MISSION

13-143. The financial management, accounting, policy, and systems element designs, integrates, and modifies the financial management systems design, integration, and modification.

ORGANIZATION

13-144. The financial management, accounting, policy, and systems element consists of a chief, a program management analyst officer, and two budget and financial management noncommissioned officers.

TASKS

13-145. The financial management, accounting, policy, and systems element establishes command finance and accounting advice, assistance, and technical oversight. The element manages the operations systems to

account for financial obligations and disbursements. The element analyzes system procedures, workflow, and policies to improve accounting operations and budget execution. It identifies and manages available funds for immediate expenses and prior year unexpired appropriations. It accounts for Department of Defense real estate costs, equipment, supplies, civilian personnel, and other assets.

BUDGET EXECUTION AND ANALYSIS ELEMENT

13-146. Paragraphs 13-147 through 13-149 discuss the mission, organization, and tasks of the budget execution and analysis element.

MISSION

13-147. The budget execution and analysis element executes the budget and certifies funds in support of theater army operations.

ORGANIZATION

13-148. The budget execution and analysis element consists of a chief and the budget and financial management officers.

TASKS

13-149. The budget execution and analysis element monitors budget execution and fund certification for compliance with applicable statutes and regulations. The element provides fund control, monitors fund execution, and tracks and reports costs and obligations. It manages purchase requests and commitments. It processes temporary duty claims and manages the Defense Travel System. The element tracks and reports combat operations costs to support the reimbursement process.

RESOURCE MANAGEMENT SUPPORT ELEMENT

13-150. Paragraphs 13-151 through 13-153 discuss the mission, organization, and tasks of the resource management support element.

MISSION

13-151. The resource management support element provides support to exercises and theater program managers.

ORGANIZATION

13-152. The resource management support element has one chief and a budget analyst officer.

TASKS

13-153. The resource management support element monitors the exercise budget's execution for legal compliance with applicable fiscal laws and policies. It identifies and manages funds available for immediate expenses. It provides cost and economic analysis, forecasting, current year analysis, life support, and other sustainment costing.

ENGINEER SECTION AND HEADQUARTERS ELEMENT

13-154. Paragraphs 13-155 through 13-157 discuss the mission, organization, and tasks of the engineer section and headquarters element.

MISSION

13-155. The engineer section and headquarters element integrates engineer programs, policy, and plans within the theater army AO. Figure 13-5 on page 13-22 depicts the theater army 5.4 engineer element. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

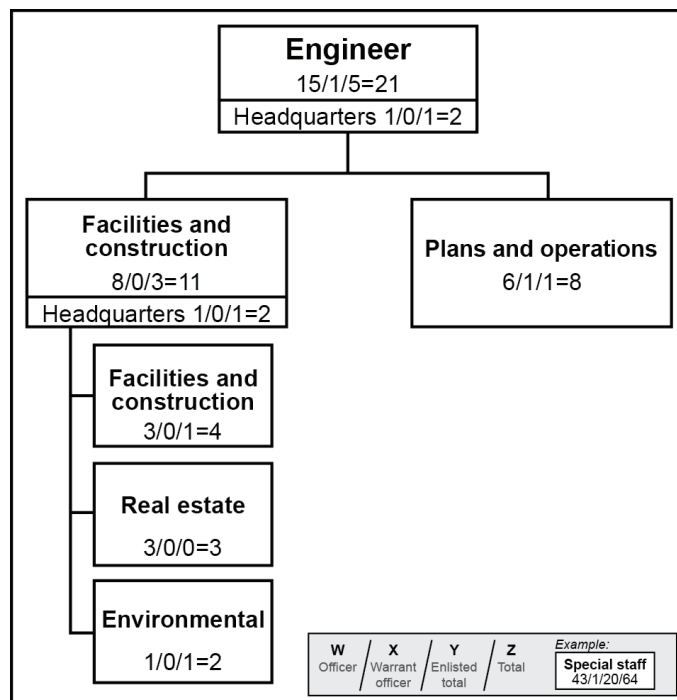


Figure 13-5. Theater army 5.4 engineer element

ORGANIZATION

13-156. The engineer section of the sustainment cell consists of a headquarters and two sections, the facilities and construction and the plans and operations sections. The headquarters consists of the section chief and an engineer sergeant major.

TASKS

13-157. The engineer section coordinates and synchronizes engineer operations across the AO. Examples of these operations include construction, clearance, mine removal, mobility, geospatial engineering, and counter mobility operations. The section plans real estate and environmental actions. It establishes the engineer policy within the AO.

FACILITIES AND CONSTRUCTION SECTION AND HEADQUARTERS ELEMENT

13-158. Paragraphs 13-159 through 13-161 discuss the mission, organization, and tasks of the facilities and construction section and headquarters element.

MISSION

13-159. The facilities and construction section and headquarters element reviews policies and procedures for construction, real estate actions, environmental programs, and deconstruction and retrograde of materiel and equipment from theater.

ORGANIZATION

13-160. The facilities and construction section and headquarters element consists of a headquarters and three elements: the facilities and construction element, the real estate element, and the environmental element. The headquarters element consists of the section chief and the senior operations noncommissioned officer.

TASKS

13-161. The facilities and construction section and headquarters element reviews policies and procedures for construction, real estate actions, environmental programs, and deconstruction and retrograde of materiel and equipment from the theater. It coordinates and synchronizes engineer actions in the construction of joint or single Service use facilities and general construction. It manages real estate actions and environmental programs within the AO. The section conducts assessments and plans for natural hazard mitigation for impacts to civilians and military operations. It verifies critical infrastructure, and the presence of industrial hazards and their mitigation. It verifies the availability of construction materials and provides construction method and material recommendations. It recommends priorities of construction and allocation of resources to the various competing organizations throughout the AO.

FACILITIES AND CONSTRUCTION ELEMENT

13-162. Paragraphs 13-163 through 13-165 discuss the mission, organization, and tasks of the facilities and construction element.

MISSION

13-163. The facilities and construction element recommends policies and procedures for construction, real estate actions, and environmental programs. It makes policy recommendations on the deconstruction and retrograde of materiel and equipment from the theater.

ORGANIZATION

13-164. The facilities and construction element is composed of an element chief, two facilities and contract construction management engineer officers, and one senior technical engineer noncommissioned officer.

TASKS

13-165. The facilities and construction element assists in policy implementation and quality checks. It conducts analysis of building methods, assists with project designs, and assesses designs based on natural hazard mitigation on military projects. It assists in verifying critical infrastructure and potential hazards. The element seeks sources of building materials and evaluates building material suitability for construction. It recommends construction methods and priorities for the AO. It allocates resources to competing organizations in the AO.

REAL ESTATE ELEMENT

13-166. Paragraphs 13-167 through 13-169 discuss the mission, organization, and tasks of the real estate element.

MISSION

13-167. The real estate element conducts comprehensive analysis of existing and additional real estate requirements.

ORGANIZATION

13-168. The real estate element is composed of two real property officers and one engineer real estate officer.

TASKS

13-169. The real estate element coordinates and synchronizes real estate requirements and operations, including maintenance, for the AO.

ENVIRONMENTAL ELEMENT

13-170. Paragraphs 13-171 through 13-173 discuss the mission, organization, and tasks of the environmental element.

MISSION

13-171. The environmental element conducts comprehensive analysis of existing environmental requirements in the AO.

ORGANIZATION

13-172. The environmental element is composed of an environmental chief and an environmental noncommissioned officer.

TASKS

13-173. The environmental element coordinates the implementation of best practices for the entire AO. It provides technical support to other sections as required. The element advises the commander on all aspects of the environmental mission to include interface with the medical and supply sections.

PLANS AND OPERATIONS SECTION

13-174. Paragraphs 13-175 through 13-177 discuss the mission, organization, and tasks of the plans and operations section.

MISSION

13-175. The plans and operations section coordinates and synchronizes engineer operations in the AO.

ORGANIZATION

13-176. The plans and operations section consists of a section chief, a plans officer, three operations officers, an assistant operations officer, a utility maintenance warrant officer, and an operations noncommissioned officer.

TASKS

13-177. The plans and operations section coordinates and synchronizes near term operations to include tracking engineer specific operations. The section determines requirements in conjunction with the supported organizations and seeks resources to meet requirements.

SURGEON SECTION AND HEADQUARTERS ELEMENT

13-178. Paragraphs 13-179 through 13-181 discuss the mission, organization, and tasks of the surgeon section and headquarters element.

MISSION

13-179. The surgeon section and headquarters element plans, coordinates, monitors, and synchronizes the execution of the Army health system activities for the theater army. Figure 13-6 depicts the theater army 5.4 surgeon section. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

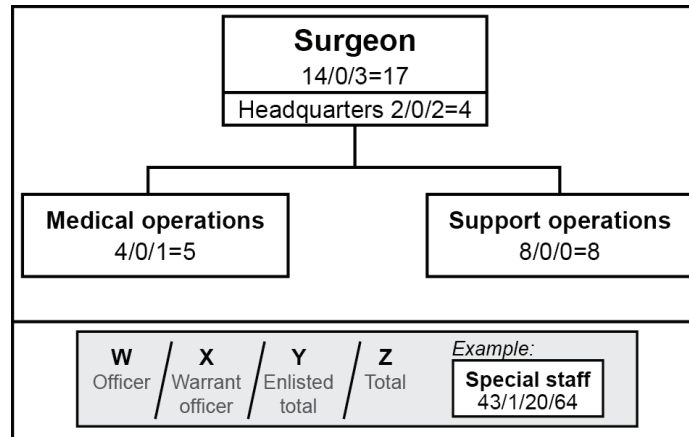


Figure 13-6. Theater army 5.4 surgeon section

ORGANIZATION

13-180. The command surgeon section is composed of a headquarters, a medical operations element, and a support operations element. The command surgeon functions as a personal staff officer to the theater army commander. The headquarters consists of the surgeon, the deputy surgeon, the senior medical noncommissioned officer, and a health care sergeant and driver. The commander of the Medical Command (Deployment Support) assigned to the theater army also functions as the theater army command surgeon.

TASKS

13-181. The surgeon section provides medical planning, supervision, and administrative assistance for the theater army and its subordinate units. It provides recommendations for the conduct of medical activities in support of operations. The section manages Army health system support in the execution of Title 10, ASOS, and executive agent responsibilities. It provides technical advice and consultation for veterinary services in support of the Army's food inspection, animal medical care, and veterinary preventive medicine programs. It provides technical advice and consultation on medical automated information systems and programs. The section develops and coordinates medical evacuation and medical regulating plans, policies, and procedures with the geographic combatant command surgeon and the theater patient movement requirements center.

MEDICAL OPERATIONS ELEMENT

13-182. Paragraphs 13-183 through 13-185 discuss the mission, organization, and tasks of the medical operations element.

MISSION

13-183. The medical operations element manages current medical, evacuation, and patient administration operations for the AO.

ORGANIZATION

13-184. The medical operations element consists of the chief, a medical evacuation officer, a patient administration officer, a medical current operations officer, and a medical operations noncommissioned officer.

TASKS

13-185. The medical operations element manages the flow of patients and casualties to medical treatment facilities within the AO. It manages patient and casualty evacuation from theater. It develops and monitors mass casualty plans, and it determines the medical workload requirements based upon the casualty estimate. The element recommends medical evacuation policies and procedures. The element allocates medical resources to provide effective and consistent treatment or evacuation of wounded, injured, or sick personnel. It develops, synchronizes and coordinates Army health system support to support the commander's decisions, planning guidance, and intent. The medical operations element manages medical input to estimates, plans, and orders. It maintains the common operating picture for all medical assets operating in the area of operations. The element determines the health threat and provides advice concerning the medical effects of the environment and of chemical, biological, radiological, and nuclear weapons on personnel.

SUPPORT OPERATIONS ELEMENT

13-186. Paragraphs 13-187 through 13-189 discuss the mission, organization, and tasks of the support operations element.

MISSION

13-187. The support operations element manages health service and medical resources to provide effective and consistent treatment and evacuation of wounded, injured, or sick personnel.

ORGANIZATION

13-188. The support operations element consists of the chief, the medical service officer, the clinical services officer, the environmental science officer, the veterinary services officer, the health services personnel manager officer, the medical logistics officer, and the health services systems management officer.

TASKS

13-189. The support operations element develops policy for health service, veterinary service, environmental science, and medical logistics. The element determines requirements and priorities for medical logistics. It adapts medical equipment sets for specific scenarios. It monitors and manages the requisition, procurement, storage, maintenance, distribution, management, and documentation of class VIII materiel, blood, blood products, and special items of subsistence. The element monitors the final disposition of all blood products in coordination with the area joint blood program office, the joint blood program office, and the Armed Services Blood Program Office. The element ensures an effective and consistent operation for medical and dental services. It ensures preventive medicine and veterinary services are available for all Services within the theater.

Chapter 14

Theater Army Mission Command Cell

14-1. The mission command warfighting cell aids the commander in integrating activities to balance the art of command and the science of control. Figure 14-1 depicts the theater army 5.4 mission command cell. The theater army commander uses inform and influence and cyber electromagnetic activities (CEMA) to shape the operational process in the context of supporting joint information operations. The chief of staff directs the activities of the mission command warfighting cell. The mission command warfighting cell consists of the G-7 (assistant chief of staff, inform and influence activities), G-9 (assistant chief of staff, civil affairs operations), G-6 (assistant chief of staff, signal), and CEMA sections. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

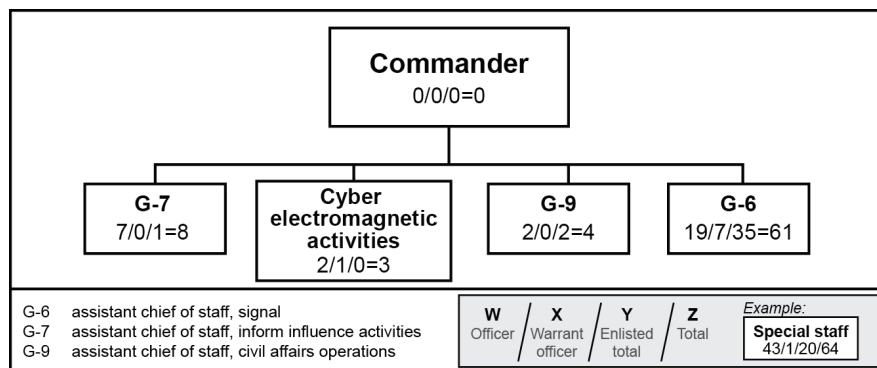


Figure 14-1. Theater army 5.4 mission command cell

INFORM AND INFLUENCE ACTIVITIES SECTION

14-2. Paragraphs 14-3 through 14-5 discuss the mission, organization, and tasks of the G-7 (assistant chief of staff, inform and influence activities) section.

MISSION

14-3. The inform and influence activities section coordinates, synchronizes, and communicates theater army words and images to inform and influence the diverse population and actors relevant to the success of the theater army missions.

ORGANIZATION

14-4. The inform and influence activities section consists of eight personnel organized into three elements: the headquarters element, the inform and influence activities element, and the military information support to operations element.

TASKS

14-5. The inform and influence activities section integrates and synchronizes activities to ensure themes and messages designed to inform domestic audiences and influence foreign friendly, neutral, adversary, and enemy populations support full spectrum operations. The section is responsible for the integration of the inform and influence components which include public affairs, military information support operations, Soldier and leader engagement, and military deception. The section ensures enablers such as operations security, civil affairs operations, combat camera, and other activities are integrated into inform and influence activities.

CYBER ELECTROMAGNETIC ACTIVITIES SECTION

14-6. Paragraphs 14-7 through 14-9 discuss the mission, organization, and tasks of the cyber electromagnetic activities (CEMA) section.

MISSION

14-7. The CEMA section plans, coordinates, integrates, and synchronizes CEMA to include cyberspace operations, electronic warfare, and electromagnetic spectrum operations in support of theater army plans.

ORGANIZATION

14-8. The CEMA section consists of a chief, a cyber electromagnetic operations and plans officer, a signals intelligence and electronic warfare support warrant officer, a cyber electromagnetic defensive analyst, and a cyber electromagnetic offensive analyst.

TASKS

14-9. The CEMA section coordinates, integrates, and synchronizes army, joint, multinational, and interagency CEMA capabilities to support theater army plans. The primary vehicle for doing this is the CEMA working group. The working group coordinates with both internal and external entities, including the targeting cell, and nominates targets for attack and exploitation. It also develops, prioritizes, and recommends CEMA targets, target sets, and target objectives to support campaign and contingency planning. It predicts, integrates, and synchronizes the effects of friendly and enemy CEMA with the G-2 intelligence operations section, the G-6 operations section, and the fires cell. The section provides reachback capability for the contingency command post. When directed, the section serves as the jamming control authority.

CIVIL AFFAIRS SECTION

14-10. Paragraphs 14-11 through 14-13 discuss the mission, organization, and tasks of the civil affairs (G-9) section.

MISSION

14-11. The G-9 section engages and influences the civil populace by planning, executing, and assessing civil affairs and civil-military operations in support of the theater army.

ORGANIZATION

14-12. The G-9 section consists of the G-9, a chief of operations, a sergeant major, and an operations noncommissioned officer.

TASKS

14-13. The G-9 section coordinates, synchronizes, and integrates civil-military plans, programs, and policies with external organizations. The section provides advice and analysis to the staff on civil affairs and civil-military operations. It conducts cultural relations training, as required. The section develops civil affairs and civil-military operations estimates, plans, and orders in support of theater army operations. The section provides politico-military support to other government agencies, host nations, intergovernmental organizations and nongovernmental organizations.

G-6 SECTION AND HEADQUARTERS ELEMENT

14-14. Paragraphs 14-15 through 14-17 discuss the mission, organization, and tasks of the G-6 (assistant chief of staff, signal) section and headquarters element.

MISSION

14-15. The G-6 coordinates and integrates theater army communications and information network capabilities and the extension of those capabilities to austere environments across the area of responsibility. Figure 14-2 depicts the theater army 5.4 G-6. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.)

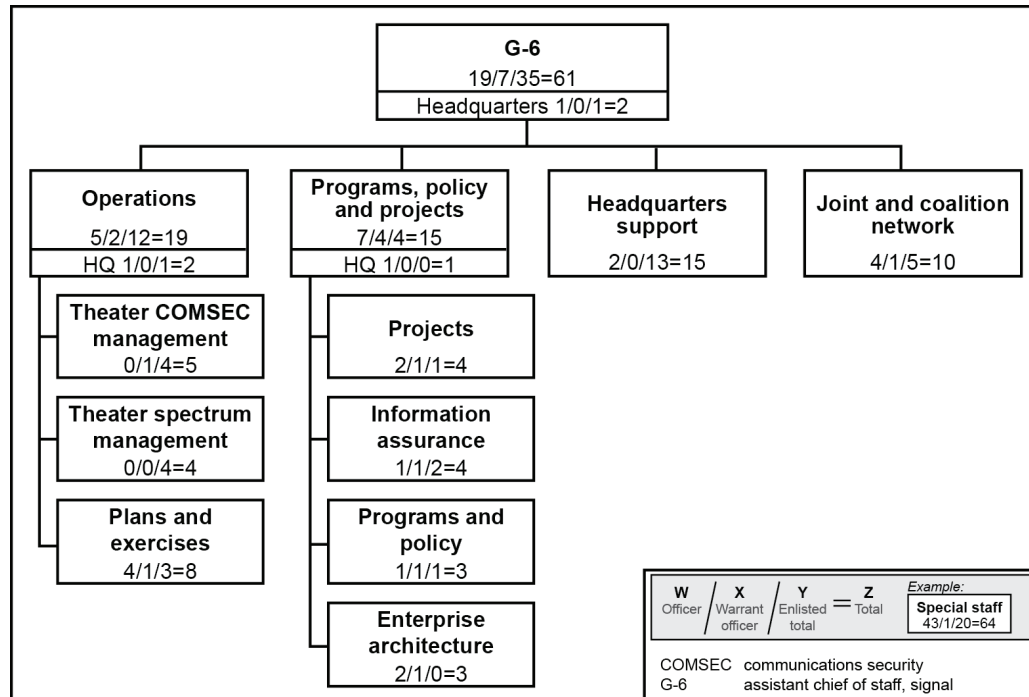


Figure 14-2. Theater army 5.4 G-6

ORGANIZATION

14-16. The G-6 section consists of sixty-one personnel organized into one element and four sections. The G-6, for most theater armies, is the commander of the signal organization assigned to the theater army. However, for practical purposes the deputy G-6 provides the day-to-day supervision of the staff. The G-6 commander is on the signal organization's table of organization and equipment.

TASKS

14-17. The G-6 section delivers a net-centric information enterprise that enables decision superiority while supporting the Army's information and technology management strategic objectives in the area of operations. It coordinates, manages, and apportions all electromagnetic spectrum requirements for land forces. It coordinates with the fires cell to integrate and synchronize cyber electromagnetic activities. The section stores, manages, and distributes communications security (COMSEC) material and plans the theater army's communications network. It plans and provides management and control over input to theater army basing initiatives, information management system architecture, and long-range modernization plans. It coordinates the integration of commercial off-the-shelf communications capabilities into theater army operations. The section manages computer intrusion awareness, prevention, training standards, and assistance to secure the network infrastructure. The section plans, manages, administers, and maintains information systems connectivity with external organizations. It integrates computer and communications interoperability to support Title 10 policy and technical requirements.

G-6 OPERATIONS SECTION AND HEADQUARTERS ELEMENT

14-18. Paragraphs 14-19 through 14-21 discuss the mission, organization, and tasks of the G-6 operations section and headquarters element.

MISSION

14-19. The G-6 operations section and headquarters element manages and integrates information systems networks to support the theater army's communication requirements.

ORGANIZATION

14-20. The G-6 operations section and headquarters element consists of the headquarters and three subordinate elements: the theater COMSEC management element, the theater spectrum management element, and the plans and exercises element.

TASKS

14-21. The G-6 operations section and headquarters element coordinates with host nation communications authorities. It manages the theater army's communications and information systems environment and integrates information systems support to joint, interagency, intergovernmental, and multinational organizations. The section manages theater army information systems assets, assesses the information system network's ability to meet mission command and information exchange requirements, and prepares input to theater army plans and orders.

THEATER COMMUNICATIONS SECURITY MANAGEMENT ELEMENT

14-22. Paragraphs 14-23 through 14-25 discuss the mission, organization, and tasks of the theater COMSEC management element.

MISSION

14-23. The theater COMSEC management element develops policy and guidance and manages the theater army COMSEC program.

ORGANIZATION

14-24. The theater COMSEC management element consists of a senior warrant officer and four senior COMSEC noncommissioned officers.

TASKS

14-25. The theater COMSEC management element establishes and enforces COMSEC policy and guidance for the theater army. It provides training on COMSEC keying materiel, management, and accountability procedures. It provides limited COMSEC distribution to the main command post and subordinate headquarters in the area of operations. It provides limited receipt-and-storage courier service for COMSEC key materials for distribution. It provides COMSEC support for the reception, staging, onward movement and integration of Army, joint, interagency, and multinational forces.

THEATER SPECTRUM MANAGEMENT ELEMENT

14-26. Paragraphs 14-27 through 14-29 discuss the mission, organization, and tasks of the theater spectrum management element.

MISSION

14-27. The theater spectrum management element plans and manages the use of the electromagnetic spectrum within the theater army.

ORGANIZATION

14-28. The theater spectrum management element consists of a sergeant major and three senior noncommissioned officers.

TASKS

14-29. The theater spectrum management element develops and promulgates theater spectrum policy for electromagnetic spectrum operations. It establishes the theater joint frequency management office and assists with spectrum management matters affecting the integration of Army and joint functional systems into the theater army's network architecture. It coordinates, manages, and apportions all frequency requirements for land forces and submits satellite access requests to the supported geographic combatant commander J-6 (communications system directorate of a joint staff) satellite manager. The element receives and processes joint spectrum interference reports from U.S. military forces. It coordinates with host-nation authorities to de-conflict military use of the electromagnetic spectrum. It coordinates spectrum management support for the reception, staging, onward movement, and integration of Army, joint, interagency, and multinational forces.

PLANS AND EXERCISE ELEMENT

14-30. Paragraphs 14-31 through 14-33 discuss the mission, organization, and tasks of the plans and exercise element.

MISSION

14-31. The plans and exercise element develops information system requirements in support of joint operations, plans, and exercises.

ORGANIZATION

14-32. The plans and exercise element consists of a chief, three plans officers, a network management warrant officer, and three senior noncommissioned officers.

TASKS

14-33. The plans and exercise element coordinates and synchronizes signal operations. It supports reception, staging, onward movement, and integration for multinational and joint land forces. It validates tactical and strategic-level data, voice, and video teleconferencing communications operational needs statements for the theater army. It prioritizes installation and restoration of communications systems and circuits. It evaluates operational impacts of authorized service interruptions and network outages and enforces policies regulating the use of nontactical radio systems. The element provides and maintains the signal commander's critical information requirement and operational awareness of the joint operations area signal environment. It coordinates combat camera activities with the operations staff officer. It manages joint operations area network directories (video teleconferencing, telephone, SECRET Internet Protocol Router, and Nonsecure Internet Protocol Router). It also conducts planning for and configuration, implementation, and analysis of information systems requirements. It develops signal requirements for exercises. It monitors and synchronizes the signal portion of the time-phased force and deployment list.

PROGRAMS, POLICY, AND PROJECTS SECTION AND HEADQUARTERS ELEMENT

14-34. Paragraphs 14-35 through 14-37 discuss the mission, organization, and tasks of the programs, policy, and projects section and headquarters element.

MISSION

14-35. The programs, policy, and projects section and headquarters element plans and manages theater army communications and information networks.

ORGANIZATION

14-36. The programs, policy, and projects section and headquarters element consists of the headquarters and four elements: the projects element, the information assurance element, the programs and policy element, and the enterprise architecture element.

TASKS

14-37. The programs, policy, and projects section and headquarters element plans and provides management and control over input to theater army, information management systems architecture, and long-range modernization plans. It acquires and communicates information and maintains information system status. The section manages network enterprise initiatives, and ensures theater army architectures meet Department of Defense, joint, Department of the Army, and other pertinent operational and doctrinal standards. It enforces theater-level information technology governance.

PROJECTS ELEMENT

14-38. Paragraphs 14-39 through 14-41 discuss the mission, organization, and tasks of the projects element.

MISSION

14-39. The projects element manages network enterprise initiatives and projects for the theater army.

ORGANIZATION

14-40. The projects element consists of a chief, a telecommunications engineering officer, a network management warrant officer, and a senior network plans noncommissioned officer.

TASKS

14-41. The projects element manages network enterprise initiatives and projects for the theater army and manages intratheater information systems projects and initiatives in accordance with the Clinger-Cohen Act. It coordinates the integration of commercial-off-the-shelf communications and information systems for the theater army. It synchronizes and coordinates project requests for service, satellite, and gateway access and submits requests for funding through the G-8 and geographic combatant commander J-8 (force structure, resource, and assessment directorate of a joint staff). The element plans and monitors the communications commercialization program through all phases of operations. It coordinates with national and strategic information system-engineering activities to implement initiatives in support of theater army operations and plans.

INFORMATION ASSURANCE ELEMENT

14-42. Paragraphs 14-43 through 14-45 discuss the mission, organization, and tasks of the information assurance element.

MISSION

14-43. The information assurance element establishes, manages, and assesses the theater army information assurance program.

ORGANIZATION

14-44. The information assurance element consists of a chief, an information systems warrant officer, and two information assurance noncommissioned officers.

TASKS

14-45. The information assurance element serves as the theater information assurance program manager. The element provides computer intrusion awareness and prevention, training, and assistance. It oversees, assesses, and supports information assurance certification and accreditation for theater army units. It manages and directs theater army information assurance policy and funding to include COMSEC, firewalls, and intrusion detection systems and recommends the information operations condition. The element coordinates information assurance activities with the staff and the theater network operations and security center, and the regional computer emergency response team.

PROGRAMS AND POLICY ELEMENT

14-46. Paragraphs 14-47 through 14-49 discuss the mission, organization, and tasks of the programs and policy element.

MISSION

14-47. The programs and policy element manages the theater army information management systems program and supports the development of long-range modernization plans and basing plans.

ORGANIZATION

14-48. The programs and policy element consists of a chief, a senior signal warrant officer, and a senior noncommissioned officer.

TASKS

14-49. The programs and policy element plans, and provides management and control over, communications systems basing initiatives, information management systems program, and long-range modernization plans. In coordination with the deputy chief of staff G-8, the element manages the communications and computer management decision evaluation packages for the theater army. It develops policy for network enterprise initiatives. The element ensures theater army information systems architectures meet Department of Defense, joint, Headquarters, Department of the Army, and other pertinent operational and doctrinal standards. The element manages the theater configuration management board.

ENTERPRISE ARCHITECTURE ELEMENT

14-50. Paragraphs 14-51 through 14-53 discuss the mission, organization, and tasks of the enterprise architecture element.

MISSION

14-51. The enterprise architecture element ensures compliance and interoperability with the Army and joint information environment for technology.

ORGANIZATION

14-52. The enterprise architecture element consists of a chief, a telecommunication systems engineer officer, and an information systems warrant officer.

TASKS

14-53. The enterprise architecture element plans and provides management and control over information management systems architecture. It provides communications input to theater army basing initiatives and long-range modernization plans for the theater army. It develops the theater army operational, systems, and technical architectures and standards to ensure equipment, systems, and networks meet Department of Defense, joint, Department of the Army, and other pertinent requirements. It provides services in compliance with the Clinger-Cohen Act, including management of the theater army portion of the Army knowledge management program. It provides oversight of network technology insertions, expansions, and upgrades. The section provides program, policy, technical, and management expertise to execute assigned network and information architecture tasks. The section ensures compliance and interoperability of the enterprise architecture with joint, interagency, intergovernmental, and multinational architectures.

HEADQUARTERS SUPPORT SECTION

14-54. Paragraphs 14-55 through 14-57 discuss the mission, organization, and tasks of the headquarters support section.

MISSION

14-55. The headquarters support section installs, operates, and maintains networks and video teleconferencing services, and supports user-operated information systems.

ORGANIZATION

14-56. The headquarters support section consists of a chief, a network operations officer, nine noncommissioned officers, and four enlisted Soldiers.

TASKS

14-57. The headquarters support section installs, operates, and maintains network and video teleconferencing services. It administers the headquarters' video teleconferencing schedule. The section protects information systems from enemy attack and natural occurrences. It installs, operates, maintains, and manages the configuration of networks in support of user-operated terminals. The section manages the headquarters information systems automation life cycle replacement plan. It provides telephone and data directory support, manages wireless services (cellular phones and personal digital assistants), satellite-based phones, and commercial off-the-shelf radios. The section includes the COMSEC custodian for the theater army headquarters.

JOINT AND COALITION NETWORK SECTION

14-58. Paragraphs 14-59 through 14-61 discuss the mission, organization, and tasks of the joint and coalition network section.

MISSION

14-59. The joint and coalition network section plans, manages, administers, and maintains joint and multinational information systems integration with Army Battle Command Systems and sustainment systems.

ORGANIZATION

14-60. The joint and coalition network section consists of a chief, three officers, an information systems warrant officer, three noncommissioned officers, and two enlisted Soldiers.

TASKS

14-61. The joint and coalition network section performs configuration management for Army, joint, and multinational functional systems. The section leads and participates in Army, joint, and multinational information management boards. The section develops and maintains operational, systems, and technical architectures of the theater army's battle command and related information systems. It oversees the integration of Army, joint, and multinational battle command systems and manages hardware and software upgrades as necessary. It develops and maintains the concept of operations for multinational network systems and information exchange for joint and multinational exercises. It reviews Army, joint, and multinational doctrine for emerging concepts in information management and information systems. It plans, manages, administers, and maintains training, training support, and certification programs for information systems. The section maintains Global Command and Control System (both Army and joint) servers providing a common operational picture for the theater army's area of operations. The section analyzes new technical requirements submitted by subordinate commands for integration into joint and coalition networks.

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COMMAND GROUP

15-2. Paragraphs 15-3 through 15-5 discuss the mission, organization, and tasks of the command group.

MISSION

15-3. The command group extends the control of the commander in the CCP's area of operations (AO).

ORGANIZATION

15-4. The command group consists of the deputy commanding general, the deputy chief of staff, aide-de-camp, and an information systems technician and driver. The main command post (MCP) provides the deputy commanding general, the aide-de-camp, and the driver positions.

TASKS

15-5. The command group visualizes the nature and design of operations to support the geographic combatant commander's concept of operations. It describes the time, space, available resources, purpose and action of forces assigned to the headquarters for operations in the AO. The command group directs Army support to the joint, interagency, and multinational forces in the CCP's AO. The deputy chief of staff tracks the staffing, training, and readiness of the CCP when not deployed. The deputy chief of staff acts as the chief of staff for the deputy commanding general when the CCP deploys. The deputy commanding general provides mission command for the forces assigned to the CCP in the AO when the CCP deploys.

SPECIAL STAFF

15-6. The special staff consists of knowledge management and public affairs personnel. The special staff may be augmented with personnel from the functional staff, if mission requirements cannot be met with the existing staff.

CONTINGENCY COMMAND POST KNOWLEDGE MANAGEMENT SECTION

15-7. Paragraphs 15-8 through 15-10 discuss the mission, organization, and tasks of the CCP knowledge management section.

MISSION

15-8. The CCP knowledge management section supports the commander and staff in achieving situational understanding and making informed, knowledgeable, and timely decisions through the integration and management of Army Battle Command Systems.

ORGANIZATION

15-9. The CCP knowledge management section consists of one officer.

TASKS

15-10. The CCP knowledge management section advises the staff on knowledge management processes and enabling technologies. The section creates, collects, organizes, stores, applies and transfers knowledge by using innovative technology to facilitate situational understanding and decisionmaking. The section assists the commander and staff in integrating battle command systems into the headquarters processes consistent with knowledge management best practices. The section coordinates with the G-6 (assistant chief of staff, signal) for technical network requirements and analysis of new knowledge management information technology for increased knowledge management capabilities. It assists the staff in managing the common operational picture and briefings.

CONTINGENCY COMMAND POST PUBLIC AFFAIRS SECTION

15-11. Paragraphs 15-12 through 15-14 discuss the mission, organization, and tasks of the CCP public affairs section.

MISSION

15-12. The CCP public affairs section advises the commander and expedites the flow of accurate and timely information about the activities of U.S. Army and U.S. joint forces to external populations and internal audiences.

ORGANIZATION

15-13. The CCP public affairs section consists of a public affairs officer, one Battle Command Systems officer, one public affairs broadcast noncommissioned officer, and two public affairs equipment operators and maintainers. The main command post's deputy public affairs officer provides augmentation if needed.

TASKS

15-14. The CCP public affairs section advises the commander and staff on all aspects of public affairs planning, information strategies, media facilitation, and training. The section provides advice on community relations issues and operations. The section provides advice on the use of command information print and broadcast (radio and TV) capabilities. The public affairs officer coordinates public affairs planning and operations, media facilitation, and news gathering organization requests with subordinate, adjacent, and higher headquarters as required. The section responds to media queries and media embed requests, and it plans and coordinates media visits.

INTELLIGENCE CELL

15-15. The theater army intelligence cell is responsible for the synchronization and integration of intelligence operations throughout the CCP's AO. The cell's sections and elements either embed or coordinate with the staff to facilitate this synchronization. The cell is dependent upon the MCP and theater military intelligence brigade for planning and products for intelligence collection, single source analysis, and all source fusion to meet CCP intelligence needs. The cell facilitates effective execution of small-scale contingency operations ranging from noncombatant evacuation to humanitarian assistance and disaster response in both permissive and nonpermissive environments. The MCP normally produces the operation order, and the CCP focuses on controlling the execution of the plan. This arrangement applies to short-term assessment of operations as well. The CCP's intelligence cell consists of a headquarters, reconnaissance and surveillance operations, G-2X (counterintelligence and human intelligence operations manager), reconnaissance and surveillance target development, and staff weather office section.

THEATER MILITARY INTELLIGENCE BRIGADE ENABLING SUPPORT TO THE CCP:

15-16. The theater military intelligence brigade is a critical enabler of the CCP and its subordinate forces in the joint operations area. The military intelligence brigade deploys tailorable, task organized force modules in support of the CCP, which are organized into a scaleable deployable intelligence support element. Depending on the contingency's mission variables and available airlift, the deployable intelligence support element will support the CCP with forward-deployed all-source analysis for immediate "current intelligence" support, Joint Worldwide Intelligence Communications System intelligence satellite communications support, and counterintelligence and human intelligence operational management assets for counterintelligence and human intelligence operations control. The deployable intelligence support element will also include necessary organic mission command and may include military intelligence brigade signals intelligence and human intelligence collection teams as well as counterintelligence teams and counterintelligence technical services. The deployable intelligence support element's analytical element establishes reachback to its parent military intelligence brigade analysis control element to augment its capabilities and capacity and deploys with all required Army Battle Command System, video teleconferencing, and other intelligence information technology systems. When deployed, the military intelligence brigade's deployable intelligence support element is logistically dependent upon the CCP and its subordinate forces for all supply classes and life support.

INTELLIGENCE CELL AND HEADQUARTERS ELEMENT

15-17. Paragraphs 15-18 through 15-20 discuss the mission, organization, and tasks of the intelligence cell and headquarters element.

Mission

15-18. The intelligence cell and headquarters element conducts management, staff supervision, force integration, evaluation, and oversight for all intelligence activities in support of the CCP.

Organization

15-19. The intelligence cell and headquarters element consists of a headquarters, reconnaissance and surveillance operations, G-2X, reconnaissance and surveillance target development, and staff weather office (United States Air Force) section. The headquarters consists of a chief and an intelligence noncommissioned officer and special security representative.

Tasks

15-20. The intelligence cell and headquarters element supervises the processing, reporting, and dissemination of theater and national level intelligence to satisfy intelligence requirements. It collaborates with the military intelligence brigade analysis and control element for prioritization of analytic requirements and, when applicable, the theater operations company and regional operation company. It accesses information from national assets. The cell is responsible for the management, validation, approval, and dissemination of the threat common operational picture to higher, lower, and adjacent commands and agencies, as well as preparation of intelligence products for distribution. It manages the allocation of intelligence assets, and collects, evaluates, fuses, produces, and disseminates all-source intelligence for the CCP. It advises the commander on the enemy, weather, and terrain. The element works with the geospatial intelligence element of the MCP to prioritize new theater specific geospatial data and obtain geospatial information, services, and geospatial intelligence terrain products to support the entire staff.

RECONNAISSANCE AND SURVEILLANCE OPERATIONS SECTION

15-21. Paragraphs 15-22 through 15-24 discuss the mission, organization, and tasks of the reconnaissance and surveillance operations section.

MISSION

15-22. The reconnaissance and surveillance operations section of the CCP provides current intelligence support to contingency operations of limited scale, scope, intensity and duration.

ORGANIZATION

15-23. The reconnaissance and surveillance section consists of two intelligence officers, an all-source intelligence technician, an imagery technician (Code 50), a signals intelligence analyst technician, a senior intelligence sergeant, an intelligence sergeant, and a senior local area network manager.

TASKS

15-24. The reconnaissance and surveillance section receives collection reports from the CCP G-2X, the intelligence support element (of the military intelligence brigade), and interagency, multinational, and other agencies. It presents intelligence products derived from multiple sources to joint, interagency, intergovernmental, and multinational organizations. It integrates and synchronizes intelligence collection operations. It develops and recommends changes to commander's critical information requirements, priority intelligence requirements, and intelligence requirements. The section establishes and maintains top secret and sensitive compartmented information networks (for example, the Joint Worldwide Intelligence Communications System and the National Security Agency Network) and operates the Joint Worldwide Intelligence Communications System video teleconferencing capability for the CCP. It leads near-term

predictive analysis for support to current operations. It processes imagery intelligence requests to generate actionable intelligence. It interprets imagery products for inclusion in the common operational picture, and assesses the quality of imagery intelligence reporting. It coordinates signals intelligence collection and analysis requirements with the military intelligence brigade and other signals intelligence elements operating in support of the theater army. It installs, operates, and performs unit maintenance on multifunctional and multi-user information processing systems, peripheral equipment, and auxiliary devices. It performs data control and bulk data storage operations, and transfers data between information processing equipment and systems.

G-2X SECTION

15-25. Paragraphs 15-26 through 15-28 discuss the mission, organization, and tasks of the G-2X section.

MISSION

15-26. The G-2X section conducts oversight of intelligence operations, and it provides operational intelligence to support contingency operations of limited scale, scope, intensity and duration.

ORGANIZATION

15-27. The G-2X section consists of one human intelligence officer, one counterintelligence senior sergeant, and a human intelligence collector.

TASKS

15-28. The G-2X section receives, processes, disseminates, and presents intelligence derived through counterintelligence and human intelligence operations. It synchronizes and coordinates source operations with national agencies, host nations, law enforcement agencies, and other Services. The section synchronizes and coordinates cyber counterintelligence targeting, collection, and investigations. It synchronizes and coordinates with antiterrorism and force protection elements. The section ensures all counterintelligence and human intelligence sources register with the MCP's operational support element. It provides human intelligence and counterintelligence case control and source operations management and oversight. The section synchronizes and coordinates technical services in support of counterintelligence and human intelligence operations. The section establishes human intelligence and counterintelligence quality controls and releases reports as necessary. It develops policy and procedures for subordinate unit human intelligence and counterintelligence activities. The section oversees and manages the use of intelligence contingency funds by fielded teams and subordinate units to ensure regulatory compliance. The section reports to the database, and it disseminates funds in accordance with regulations and policies. The section maintains the status of all AO counterintelligence and collection elements.

RECONNAISSANCE AND SURVEILLANCE TARGET DEVELOPMENT SECTION

15-29. Paragraphs 15-30 through 15-32 discuss the mission, organization, and tasks of the reconnaissance and surveillance target development section.

MISSION

15-30. The reconnaissance and surveillance target development section integrates and synchronizes intelligence into the targeting cycle for lethal and nonlethal fires, and it nominates priority targets.

ORGANIZATION

15-31. The reconnaissance and surveillance target development section consists of two intelligence officers.

TASKS

15-32. The reconnaissance and surveillance target development section represents the G-2 during the joint collection management board and other targeting working groups and boards. It presents and briefs intelligence in support of targeting. It recommends changes to the reconnaissance and surveillance synchronization matrix based on current operations, and provides direction and guidance to intelligence collection operations in support of targeting. In coordination with the fires cell, it nominates priority targets, and it integrates and synchronizes intelligence into the targeting cycle for lethal and nonlethal fires.

STAFF WEATHER OFFICE

15-33. Paragraphs 15-34 through 15-36 discuss the mission, organization, and tasks of the staff weather office (United States Air Force) element.

MISSION

15-34. The staff weather office element provides full-range weather support to the CCP.

ORGANIZATION

15-35. The staff weather element consists of two Air Force weather officers.

TASKS

15-36. The staff weather element provides weather support for CCP operations and planning. It tailors weather support products to support operation plan and contingency plan development and maintenance. It provides standard weather observations, forecasts, and warning support to deployed Army headquarters forces and specialized operations missions.

MOVEMENT AND MANEUVER CELL

15-37. The CCP movement and maneuver cell facilitates effective execution of small-scale contingency operations ranging from noncombatant evacuation to humanitarian assistance and disaster response in both permissive and nonpermissive environments. The cell is dependent on the MCP for operational planning. The MCP normally produces the operations orders, and the CCP focuses on controlling the execution of the plan and assessing the operations. The cell directs the operations process and other subordinate processes. The cell is organized with a current and future operations cell, and airspace command and control, engineer, staff judge advocate, space, regional affairs, and aviation sections.

CURRENT OPERATIONS AND INTEGRATION CELL

15-38. Paragraphs 15-39 through 15-41 discuss the mission, organization, and tasks of the current operations and integration cell.

Mission

15-39. The current operations and integration cell conducts limited short term planning for small-scale contingencies of limited duration. It issues orders and monitors, assesses, collects and processes relevant operational information to produce and disseminate a common operational picture.

Organization

15-40. The current operations and integration cell consists of a chief, two deputies, two operations officers, an operations sergeant major, and three operations noncommissioned officers.

Tasks

15-41. The current operations and integration cell oversees CCP operations and functions. The current operations and integration cell synchronizes all current operations in order to provide the command with a common operational picture and facilitate integration of theater army assets within the AO. It maintains current operations running estimates through the boards, bureaus, centers and cells working group process. It synchronizes all aspects of operational maneuver through the warfighting functions and monitors other Service and multinational partner operations. The current operations and integration cell manages the battle rhythm through battle update briefs and command update briefs to ensure the command stays synchronized. The cell integrates liaison officer functions and reports into current operations and integration cell operations. The cell manages and disseminates the common operational picture to all commands. The cell monitors and evaluates the tactical situation and commander's critical information requirements throughout the AO and recommends adjustments as needed.

FUTURE OPERATIONS CELL

15-42. Paragraphs 15-43 through 15-45 discuss the mission, organization, and tasks of the future operations cell.

MISSION

15-43. The future operations cell refines and modifies operations plans and operation orders based on the current situation, and it develops branches and assesses midrange progress of operations.

ORGANIZATION

15-44. The cell consists of a chief and one operations and plans officer.

TASKS

15-45. The future operations cell develops and produces plan and order refinements based upon the assessment of the current situation and midrange progress. It refines operations orders within the current phase and conducts crisis action planning. The cell provides responsive planning for near and midterm contingency situations. It hosts theater deployment and redeployment planning conferences for land forces in the AO. The cell is the top-level synchronization point for near and mid-term theater army operations within the AO.

AIRSPACE COMMAND AND CONTROL SECTION

15-46. Paragraphs 15-47 through 15-49 discuss the mission, organization, and tasks of the airspace command and control section.

MISSION

15-47. The airspace command and control section is responsible for airspace coordination, integration and regulation for organic, assigned, or attached forces.

ORGANIZATION

15-48. The airspace command and control section consists of a chief, an airspace management warrant officer, and a senior airspace control noncommissioned officer.

TASKS

15-49. The airspace command and control section integrates theater army airspace for the CCP and its organic, assigned, or attached forces. The section coordinates with the fires and protection cells for the integration of army and joint fires. The section coordinates with the aviation section for air traffic services planning, and it coordinates with the air and missile defense section for the theater tactical air picture. It coordinates with both aviation and air and missile defense sections to develop procedures for airspace combat identification and counter fratricide. The section develops and submits Army requirements for the joint airspace control plan and for the joint airspace control order. The section integrates airspace use with the commander's priorities to produce and maintain airspace command and control policies, annexes for plans, and orders. The section routinely coordinates with the joint task force airspace control authority, other functional components, the battlefield coordination detachment, subordinate units, and host nation civil airspace authorities.

AVIATION SECTION

15-50. Paragraphs 15-51 through 15-53 discuss the mission, organization, and tasks of the aviation section.

MISSION

15-51. The aviation section coordinates and synchronizes the execution of operational and tactical aviation maneuver and sustainment operations in the CCP's AO.

ORGANIZATION

15-52. The aviation section consists of a chief, an operations warrant officer, and two operations noncommissioned officers.

TASKS

15-53. The section synchronizes and integrates aviation operations to maximize combat effectiveness. The section monitors and advises the movement and maneuver directorate on aviation asset status. It monitors and assists with aviation force projection, and with the reception, staging, onward movement and integration process. The section coordinates theater specific training for Army, joint, and multinational aviation forces. The section coordinates and synchronizes the execution of aerial reconnaissance, attack, vertical envelopment, air assault, aerial maneuver sustainment, and the transportation of Army forces key personnel. The section provides aviation input to the joint air tasking order. It coordinates and synchronizes Army and joint aviation fires and fire support for operations. The section ensures aviation maintenance and logistic assets are coordinated and available for operations.

ENGINEER SECTION

15-54. Paragraphs 15-55 through 15-57 discuss the mission, organization, and tasks of the engineer section.

MISSION

15-55. The engineer section coordinates and synchronizes engineer operations in the CCP's AO.

ORGANIZATION

15-56. The engineer section consists of a chief, a utilities warrant officer, and two senior engineer noncommissioned officers.

TASKS

15-57. The engineer section synchronizes engineer operations and reviews construction plans and programs. It provides a degree of quality assurance and quality control and issues construction guidance to staff sections. It coordinates, designs, and resources host nation construction support. The section develops, coordinates, and synchronizes utilities requirements. It supervises construction site development relating to surveying, drafting, and verifying specifications. It supervises construction projects and provides estimates on projects concerning material, time, and amount of labor.

STAFF JUDGE ADVOCATE SECTION

15-58. Paragraphs 15-59 through 15-61 discuss the mission, organization, and tasks of the staff judge advocate section.

MISSION

15-59. The staff judge advocate section integrates international and operational law into the CCP's current operations.

ORGANIZATION

15-60. The staff judge advocate section consists of two operational law attorneys, and it may be augmented with staff judge advocate personnel from the MCP special staff if required.

TASKS

15-61. The staff judge advocate section provides legal, regulatory, and policy expertise to the theater army commander during the conduct of current operations. It provides expertise on operational and international law, rules of engagement, and the legal aspects of current operations. This includes advising the command on international, national, and host nation authorities, caveats, and legal processes (both formal and informal) to increase understanding of the operational environment. Under the supervision of the CCP staff judge advocate special staff section, it provides legal advice as necessary on international and operational law, legal services, administrative and civil law, contract and fiscal law, legal assistance, and claims.

REGIONAL AFFAIRS SECTION

15-62. Paragraphs 15-63 through 15-65 discuss the mission, organization, and tasks of the regional affairs section.

MISSION

15-63. The regional affairs section plans politico-military support to the CCP staff and subordinate units on all political events affecting the theater army's operations.

ORGANIZATION

15-64. The regional affairs section consists of three desk officers. If tasked, the MCP regional affairs section augments the CCP with personnel.

TASKS

15-65. The regional affairs section provides regional cultural advice to the theater army commander and staff in support of operations. It advises the CCP staff and subordinate theater army units on cultural aspects of operations in the AO. It coordinates politico-military support to authorized governments and groups by serving as the key link between the CCP headquarters and appropriate U.S. embassies, defense attaché offices, and other U.S. agencies.

SPACE SECTION

15-66. Paragraphs 15-67 through 15-69 discuss the mission, organization, and tasks of the space section.

MISSION

15-67. The space section advocates and integrates space programs, capabilities, and technologies, including special technical operations, for operational enhancement to all supporting and subordinate United States and North Atlantic Treaty Organization commands.

ORGANIZATION

15-68. The space section consists of one space operations officer resourced from the MCP or other organization. If augmented, the section receives support from one or more of the following: the Army space support team, the commercial imagery team, the Army space coordination element, the space situational awareness planning team, or the tactical space situational awareness planning team.

TASKS

15-69. The CCP space operations officer advises the CCP and the task force staff on capabilities, limitations, availability, and use of space systems to support the operation. The section coordinates with the MCP satellite communications systems expert to integrate the use of space assets in the operation. The space section provides space situational awareness and facilitates augmentation by other space forces when required.

FIRES CELL

15-70. Paragraphs 15-71 through 15-73 discuss the mission, organization, and tasks of the fires cell.

MISSION

15-71. The fires cell coordinates, integrates, and synchronizes the employment and assessment of lethal and nonlethal fires and cyber electromagnetic activities in support of small limited intervention and peace operations in the CCP's AO.

ORGANIZATION

15-72. The fires cell consists of two officers, two warrant officers, and four operations noncommissioned officers.

TASKS

15-73. The fires cell employs, processes, and attacks targets and target sets with lethal and nonlethal fires. In conjunction with the intelligence cell, it collects target information and provides target intelligence for the joint operations area. The cell establishes targeting guidance, and it develops high payoff and high value targets for attack. The cell coordinates, integrates, and assigns joint, interagency, and multinational firepower to targets and target systems. It synchronizes Army, joint, interagency, and multinational component air assets, attack helicopters, maritime guns and missiles, and Army rockets and missiles. It develops planning guidance and coordinates precision engagement countermeasures. The cell provides an automated fire support capability and maintains digital system connectivity. It also maintains operations and force status information. The cell develops targeting products for working groups, boards, plans, and orders. In conjunction with the intelligence and signal sections, the cell integrates and synchronizes the effects of cyber electromagnetic activities.

PROTECTION CELL

15-74. The CCP protection cell coordinates, integrates, synchronizes and assesses protection operations in support of small limited intervention and peace operations. The MCP normally produces orders, and the CCP focuses on controlling the execution of the plan and assessing operations. The CCP protection cell is organized into antiterrorism, force protection, program management office, air and missile defense, chemical, biological, radiological, nuclear, and high-yield explosives and personnel recovery sections.

ANTITERRORISM AND FORCE PROTECTION SECTION

15-75. Paragraphs 15-76 through 15-78 discuss the mission, organization, and tasks of the antiterrorism and force protection section.

MISSION

15-76. The antiterrorism and force protection section establishes antiterrorism and force protection plans, programs, and policies focused on the prevention and detection of terrorist attacks against forces in the AO.

ORGANIZATION

15-77. The antiterrorism and force protection section consists of one vulnerability assessment officer.

TASKS

15-78. The antiterrorism and force protection section monitors and executes assessments of subordinate organizations' antiterrorism plans. It advises the CCP commander on force protection conditions requirements and reporting. It coordinates the execution of specialized antiterrorism, area damage control, base and air base defense, response force, and critical site and asset security operations. The section coordinates AO terrorism threat, vulnerability, criticality, and risk assessment for installations, camps, and troop concentrations.

PROVOST MARSHAL SECTION

15-79. Paragraphs 15-80 through 15-82 discuss the mission, organization, and tasks of the provost marshal section.

MISSION

15-80. The provost marshal section plans, coordinates, and supervises military police operations in the CCP's AO.

ORGANIZATION

15-81. The provost marshal section consists of a chief and deputy provost marshal, an operations officer, and a noncommissioned officer.

TASKS

15-82. The provost marshal section accomplishes its missions through the execution of its core functions: maneuver and mobility support, area security, law and order, police intelligence operations, and internment and resettlement operations. It coordinates with multinational, host nation, territorial forces, and civilian police authorities concerning support to the area of operations. The section develops, plans, and monitors the implementation of policies regarding military police operations in support of freedom of movement, security for ground lines of communication, operational law enforcement, and operational internment and resettlement operations within the AO. It monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO. It conducts coordination, assessments, and estimates for antiterrorism and force protection requirements.

AIR AND MISSILE DEFENSE SECTION

15-83. Paragraphs 15-84 through 15-86 discuss the mission, organization, and tasks of the air and missile defense section.

MISSION

15-84. The air and missile defense section provides situational awareness and expertise on theater air and missile defense, and it plans, anticipates, and coordinates a response to aerial threats within the CCP's AO.

ORGANIZATION

15-85. The air and missile defense section consists of an air and missile defense officer, one information systems integration warrant officer, three operations noncommissioned officers, and one enlisted operations assistant.

TASKS

15-86. The section plans, prepares, executes, and assesses air and missile defense operations in the CCP's AO. The section coordinates with joint, interagency, and host nation air and missile defense experts as required to enable follow-on air and missile defense forces and an integrated air and missile defense response to aerial threats. It assists airspace management and fires planners, as required. The section gathers air and missile defense intelligence, maneuver, and logistical graphics and control measures, as necessary. It monitors the current theater air threat situation and exercises staff oversight of joint security area operations within the AO.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR SECTION

15-87. Paragraphs 15-88 through 15-90 discuss the mission, organization, and tasks of the chemical, biological, radiological, and nuclear (CBRN) section.

MISSION

15-88. The CBRN section monitors the current CBRN situation, and it provides estimates, analysis, and coordination of CBRN and explosive ordnance disposal operations in the CCP's AO.

ORGANIZATION

15-89. The CBRN section is composed of a CBRN operations officer and noncommissioned officer plus an explosive ordnance disposal noncommissioned officer.

TASKS

15-90. The CBRN section provides CBRN analysis, coordination, and staff supervision across the AO. It monitors sensitive site exploitation efforts in the AO. It monitors the current theater threat situation and exercises staff oversight for CBRN operations within the AO. The section maintains the explosive ordnance disposal operational picture. It provides assessments and estimates of explosive ordnance disposal requirements, and it monitors the use of explosive ordnance disposal elements within the CCP.

PERSONNEL RECOVERY SECTION

15-91. Paragraphs 15-92 through 15-94 discuss the mission, organization, and tasks of the personnel recovery section.

MISSION

15-92. The personnel recovery section coordinates, manages, and monitors personnel recovery operations within the CCP's AO.

ORGANIZATION

15-93. The personnel recovery section consists of a personnel recovery officer and an intelligence operations noncommissioned officer.

TASKS

15-94. The personnel recovery section coordinates and synchronizes personnel recovery operations within the CCP's AO. It recommends personnel recovery courses of action and supports joint personnel recovery or establishes a joint personnel recovery center as required. It coordinates with the joint search and rescue center for repatriation. The section monitors the current theater threat situation and exercises staff oversight of the joint security area operations mission within the AO. It conducts near term planning, coordination, assessments, and estimates for personnel recovery requirements.

SUSTAINMENT CELL

15-95. Paragraphs 15-96 through 15-98 discuss the mission, organization, and tasks of the sustainment cell.

MISSION

15-96. The sustainment cell controls short-term sustainment operations (24 hours a day for up to 30 days) and initiatives throughout the AO. The MCP normally produces the operation orders, and the CCP focuses on controlling the execution of the plan and assessing operations. The sustainment cell is composed of representatives from the G-1 (assistant chief of staff, personnel), G-4 (assistant chief of staff, logistics), G-8 (assistant chief of staff, resource management), and surgeon sections.

ORGANIZATION

15-97. The sustainment cell consists of eleven personnel: a chief, five other officers, two warrant officers, and three noncommissioned officers. The MCP provides the financial management chief and an officer, if required.

TASKS AND FUNCTIONS

15-98. The sustainment cell monitors the current theater sustainment operations, provides staff oversight of critical materials, and obtains support from the civilian economy. The cell provides human resource, logistics, financial, and medical technical expertise for near-term planning, coordination, and supervision and execution of sustainment support within the AO. The cell coordinates sustainment for forces in the AO. The cell provides guidance and staff supervision for transportation support. It provides oversight of distribution and retrograde and redeployment of equipment, personnel, supplies, and services. The cell supports the expeditionary acquisition process through funds certification and execution, assistance, and technical oversight of all Department of Defense resources executed in support of designated operations.

MISSION COMMAND CELL

15-99. The CCP mission command cell aids the commander in integrating activities to balance the art of command and the science of control. The theater army commander uses inform and influence and cyber electromagnetic activities to shape the operational process in the context of supporting joint information operations. The MCP will normally produce the operation orders, and the CCP will focus on controlling the execution of the plan and assessing operations. The theater army CCP is dependent on the signal command (theater) for the installation, operation, maintenance, and protection of the theater wide area network. The mission command cell consists of the G-7 (assistant chief of staff, inform and influence activities), G-9 (assistant chief of staff, civil affairs operations), and G-6 (assistant chief of staff, signal) sections.

G-7 SECTION

15-100. Paragraphs 15-101 through 15-103 discuss the mission, organization, and tasks of the G-7 (assistant chief of staff, inform and influence activities) section.

MISSION

15-101. The inform and influence activities section integrates theater army words and images with Soldier actions to inform and influence the diverse populations and actors relevant to the success of CCP missions.

ORGANIZATION

15-102. The inform and influence section consists of a chief (the deputy G-7), an operations and targeting officer, and a senior military information support operations noncommissioned officer.

TASKS

15-103. The inform and influence section integrates and synchronizes activities to ensure themes and messages designed to inform domestic audiences and influence foreign friendly, neutral, adversary, and enemy populations support full spectrum operations. The section provides direction and ensures integration of all components and enablers into the inform and influence activities plans, programs, and policies within the AO.

G-9 OPERATIONS SECTION

15-104. Paragraphs 15-105 through 15-107 discuss the mission, organization, and tasks of the G-9 (civil affairs) operations section.

MISSION

15-105. The civil affairs operations section engages and influences the civil populace within the CCP's AO by executing and assessing civil affairs and civil-military operations.

ORGANIZATION

15-106. The civil affairs operations section consists of the deputy G-9, one civil affairs operations officer, and two civil affairs operations noncommissioned officers.

TASKS

15-107. The civil affairs operations section coordinates, synchronizes, and integrates the CCP's civil affairs and civil military plans, programs, and policies with strategic and operational objectives and interagency partners. The section provides relevant civil component information to the commander's common operational picture to assist the staff and commander in planning, preparing, and executing operations. The section provides politico-military support to other government agencies, host nations, intergovernmental organizations, and nongovernmental organizations by coordinating and integrating joint, interagency, and multinational support into CCP operations.

G-6 SECTION AND OPERATIONS ELEMENT

15-108. Paragraphs 15-109 through 15-111 discuss the mission, organization, and tasks of the G-6 (assistant chief of staff, signal) section and operations element.

MISSION

15-109. The G-6 section and operations element coordinates, synchronizes, and protects CCP information systems and integrates functional systems into the network architecture.

ORGANIZATION

15-110. The G-6 section and operations element consists of a chief, a senior network operations noncommissioned officer, and an electromagnetic spectrum manager.

TASKS AND FUNCTIONS

15-111. The G-6 section and operations element coordinates, synchronizes, and directs CCP G-6 operations. The element supports reception, staging, onward movement, and integration for multinational, joint, and land forces by conducting coordination with host nation communications authorities and by integrating G-6 signal support for sites designated by the geographic combatant commander. It communicates network status and manages signal resources within the AO. The element continually assesses the CCP's ability to meet battle command and information exchange requirements. It manages contingency spectrum operations within the AO and AO network directories (video teleconferencing, telephone, SECRET Internet Protocol Router, Nonsecure Internet Protocol Router, coalition, and Internet).

INFORMATION SYSTEMS MANAGEMENT ELEMENT

15-112. Paragraphs 15-113 through 15-115 discuss the mission, organization, and tasks of the information systems management element.

MISSION

15-113. The information systems management element integrates, operates, and manages theater army and joint information and collaborative planning systems in the CCP.

ORGANIZATION

15-114. The information systems management element consists of the headquarters, command post support, and joint and coalition network elements.

TASKS AND FUNCTIONS

15-115. The information systems management element provides staff oversight of computer network defense and manages network directories (video teleconferencing, telephone, SECRET Internet Protocol Router, Nonsecure Internet Protocol Router, and Combined Enterprise Regional Information Exchange System). It integrates joint and Army functional systems into the AO network architecture, and it provides management of wireless devices within the CCP. Wireless devices include cellular and satellite based phones, and commercial off-the-shelf hand-held radios. This element consists of personnel from the joint and coalition network section, and it is present only if the CCP deploys.

COMMAND POST SUPPORT ELEMENT

15-116. Paragraphs 15-117 through 15-119 discuss the mission, organization, and tasks of the command post support element.

MISSION

15-117. The command post support element installs, operates, maintains, and protects CCP information systems and networks.

ORGANIZATION

15-118. The command post support element consists of a chief, two noncommissioned officers, and two junior enlisted Soldiers.

TASKS AND FUNCTIONS

15-119. The command post support element installs, operates, and maintains video teleconferencing services, administers video teleconferencing scheduling, and assists with other teleconferencing requirements for the CCP. It installs, operates, and maintains networks in support of user owned and operated terminals for the CCP. The element implements automation policies and procedures and provides troubleshooting of services for the theater army CCP. It provides telephone and data directory support to the CCP. The element coordinates and synchronizes land mobile radio use within the CCP AO. If the CCP deploys, the MCP's headquarters support section staffs this element.

JOINT AND COALITION NETWORK ELEMENT

15-120. Paragraphs 15-121 through 15-123 discuss the mission, organization, and tasks of the CCP joint and coalition network element.

MISSION

15-121. The CCP joint and coalition network element integrates, operates, and manages AO, joint, and multinational information and collaboration systems in the CCP.

ORGANIZATION

15-122. The CCP joint and coalition network element consists of a chief and four noncommissioned officers.

TASKS AND FUNCTIONS

15-123. The CCP joint and coalition network element plans and coordinates management of joint functional computer systems, and manages, administers, and maintains desktop visual information equipment and systems. It installs and manages joint battle command systems and joint functional systems. The element develops and maintains concept of operations for coalition network systems information exchange. The element manages, administers, and maintains Web sites and plans, administers, and maintains Army Battle Command System programs for the CCP. The element executes information assurance tasks for joint and Army Battle Command Systems within the CCP. The element administers joint, Army, and coalition information systems, to include sustainment, for the CCP.

Chapter 16

Theater Army Headquarters and Headquarters Battalion Command and Staff Organization

16-1. The headquarters and headquarters battalion commander and staff, with support from the three companies, assist the theater army commander and staff in the in the areas of administration, logistics, deployment, redeployment, life support area establishment, command post operations, and area security coordination. Figure 16-1 depicts the theater army 5.4 headquarters and headquarters battalion command and staff. (This organization is in accordance with design, not the modified table of organization and equipment or the Table of Distribution and Allowance.) The headquarters and headquarters battalion receives direction from the theater army chief of staff. The headquarters and headquarters battalion consists of a command group, a personnel staff officer (S-1) section, an intelligence and operations staff officer (S-2 and S-3) section, a logistics staff officer (S-4) section, unit ministry teams, the headquarters support company, the operations company, and the intelligence and sustainment company. The headquarters and headquarters battalion provides 24/7 mess, medical, and maintenance support to contingency command post (CCP) operations.

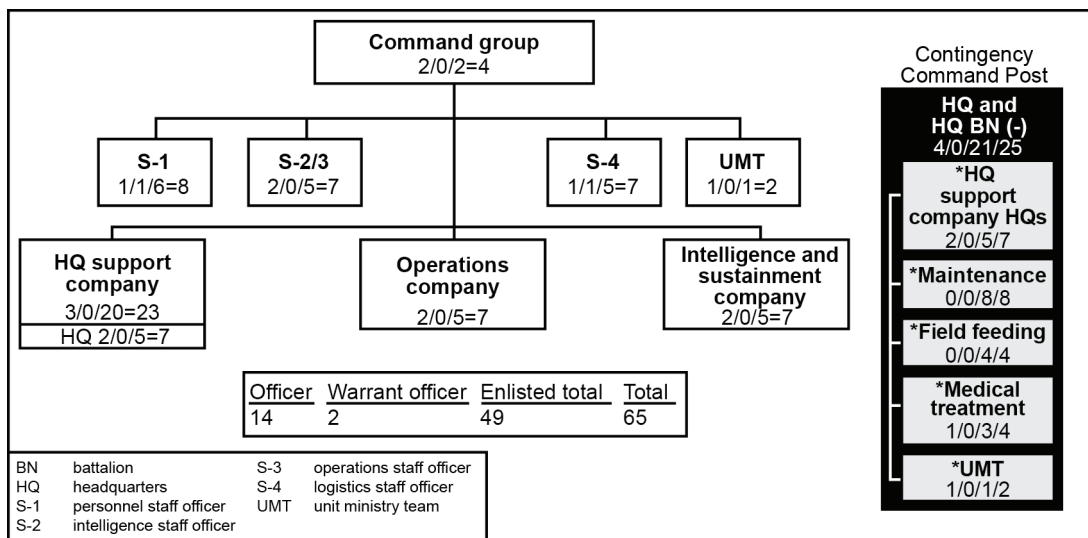


Figure 16-1. Theater army 5.4 headquarters and headquarters battalion organization

COMMAND GROUP

16-2. Paragraphs 16-3 through 16-5 discuss the mission, organization, and tasks of the headquarters and headquarters battalion command group.

MISSION

16-3. The headquarters and headquarters battalion command group provides mission command for the battalion staff and assigned or attached units.

ORGANIZATION

16-4. The headquarters and headquarters battalion command group consists of four personnel: the commander, the battalion executive officer, the battalion command sergeant major, and a driver.

TASKS

16-5. The headquarters and headquarters battalion command group deploys selected sections and elements to support the CCP while it is deployed. It directs, controls, and supervises command post support operations.

S-1 SECTION

16-6. Paragraphs 16-7 through 16-9 discuss the mission, organization, and tasks of the S-1 section.

Mission

16-7. The S-1 section provides administrative and personnel support to all organic, assigned, or attached personnel within the theater army headquarters.

Organization

16-8. The S-1 section consists of eight personnel: one officer, one warrant officer, and six noncommissioned officers.

Tasks

16-9. The S-1 section plans, coordinates, and executes human resource support for organic, assigned, or attached personnel. It monitors personnel strength and projects future personnel requirements. The section provides human resource policy, information, and support for organic, assigned, or attached personnel. The section performs personnel accounting and strength reporting, assigns personnel, and initiates personnel actions. It performs additional tasks to include, but not limited to, awards, promotions, officer and enlisted evaluation reports, and military pay input for personnel. The section manages Uniform Code of Military Justice functions and assists the commander with disposition of offenses. The section manages the identification card system and updates the Defense Eligibility Enrollment Reporting System and the Real-time Automated Personnel Identification System database. The section manages personnel databases such as Personnel Status Report, Deployed Theater Accountability, and Electronic Military Personnel Office. Defense Eligibility Enrollment Reporting System and the Real-time Automated Personnel Identification Systems personnel are cross-trained to synchronize personnel management activities.

S-2 AND S-3 SECTION

16-10. Paragraphs 16-11 through 16-13 discuss the mission, organization, and tasks of the S-2 and S-3 section.

MISSION

16-11. The S-2 and S-3 section plans sustainment missions to meet CCP deployment requirements.

ORGANIZATION

16-12. The S-2 and S-3 section consists of two officers, four noncommissioned officers, and one junior enlisted person.

TASKS

16-13. The S-2 and S-3 section plans, prepares, executes, and assesses sustainment support operations for organic, assigned, or attached units. The section acts as a coordination hub by monitoring operations and planning, preparing, and publishing plans and orders. The section coordinates communications equipment repair. The section monitors current operations to anticipate and adjust future planning requirements for life support, command post displacement, deployment, redeployment, and command post defense requirements. The section plans, coordinates, resources, evaluates, and maintains training programs. The section manages and disseminates intelligence products. It manages security clearance, physical security, and access control operations.

S-4 SECTION

16-14. Paragraphs 16-15 through 16-17 discuss the mission, organization, and tasks of the S-4 section.

MISSION

16-15. The S-4 section provides technical supervision and assistance for food, property accountability, maintenance management, and deployment planning for organic, assigned, or attached units.

ORGANIZATION

16-16. The S-4 section consists of an officer, a warrant officer, three noncommissioned officers, and two junior enlisted personnel.

TASKS

16-17. The S-4 section provides logistics support to organic, assigned, or attached units. It develops and inspects CCP unit movement plans. It maintains organizational property books, and it coordinates with the directorate of logistics for nontactical and General Services Administration fleet vehicle support. It establishes and maintains the life support area for the CCP. The section manages the following supply classes for the battalion: I, II, III, IV, V, VII, and limited IX.

CHAPLAIN UNIT MINISTRY TEAM

16-18. Paragraphs 16-19 through 16-21 discuss the mission, organization, and tasks of the chaplain unit ministry team.

MISSION

16-19. The chaplain unit ministry team provides religious support to Soldiers, families, and civilians and advises the command team regarding relevant issues and their impact on operations. When deployed with the CCP, the unit ministry team provides staff supervision of religious support throughout the operational area as the theater army chaplain's forward representative.

ORGANIZATION

16-20. The chaplain unit ministry team consists of an officer and a noncommissioned officer.

TASKS

16-21. The chaplain unit ministry team provides theater army personnel with pastoral care, personal counseling, advice, and privileged communication. The chaplain serves as a personal staff officer to the headquarters and headquarters battalion commander. The unit ministry team advises the command on troop and unit morale, quality of life, free exercise of religion, ethical decisionmaking, and the impact of religion on operations. The unit ministry team develops, implements, coordinates, and tracks religious support operations. The team conducts religious leader liaison at the direction of the commander and in support of the command's key leader engagement strategy. The team coordinates and provides religious ministry

support for denominational coverage, religious retreats, memorial services, and hospitalized members of the battalion. The team coordinates with the theater army command chaplain to provide ministry for mass casualties. The main command post unit ministry team tasks a unit ministry team within the command to provide religious support to the CCP, when deployed. The CCP unit ministry team receives regular reports from subordinate unit ministry teams and provides reports to the theater army chaplain. The CCP unit ministry team is dependent on the main command post for reach-back capabilities.

HEADQUARTERS SUPPORT COMPANY

16-22. Paragraphs 16-23 through 16-25 discuss the mission, organization, and tasks of the headquarters support company.

MISSION

16-23. The headquarters support company provides administrative and logistical support to the CCP when deployed.

ORGANIZATION

16-24. The headquarters support company consists of four officers and twenty-one junior enlisted personnel organized into a maintenance section, a field feeding section, a medical treatment team, and a unit ministry team.

TASKS

16-25. The headquarters support company provides administrative and logistic support to the CCP when deployed. The company provides essential personnel, maintenance, medical, religious support, and supply services to include training for organic, assigned, or attached personnel. The company maintains arms, chemical, biological, radiological, and nuclear (CBRN), and supply rooms to support training and maintenance of equipment and facilities. Examples of support include daily accountability, strength reporting, leave and pass, awards, preventive maintenance checks and services programs, and CBRN and marksmanship training.

HEADQUARTERS SUPPORT COMPANY MAINTENANCE SECTION

16-26. Paragraphs 16-27 through 16-29 discuss the mission, organization, and tasks of the headquarters support company maintenance section.

MISSION

16-27. The headquarters support company maintenance section provides maintenance for vehicles, trailers, power generation, and decontamination equipment assigned to the headquarters and headquarters battalion and theater army headquarters.

ORGANIZATION

16-28. The headquarters support company maintenance section consists of four noncommissioned officers and four junior enlisted personnel.

TASKS

16-29. The headquarters support company maintenance section manages the unit's maintenance program for organic, assigned, or attached vehicles, power generators, and environmental control units. It performs organizational level maintenance and assists in operator level maintenance. The section manages the unit's motorpool in the field and garrison.

HEADQUARTERS SUPPORT COMPANY FIELD FEEDING SECTION

16-30. Paragraphs 16-31 through 16-33 discuss the mission, organization, and tasks of the headquarters support company field feeding section.

MISSION

16-31. The headquarters support company field feeding section provides food service for organic, assigned, or attached personnel.

ORGANIZATION

16-32. The headquarters support company field feeding section consists of two noncommissioned officers and two junior enlisted personnel.

TASKS

16-33. The headquarters support company field feeding section provides field feeding support personnel to the CCP when deployed. It submits contract line item ration requests through the headquarters and headquarters battalion S-4. The section augments the local dining facility when not deployed with the CCP.

HEADQUARTERS SUPPORT COMPANY MEDICAL TREATMENT TEAM

16-34. Paragraphs 16-35 through 16-37 discuss the mission, organization, and tasks of the headquarters support company medical treatment team.

MISSION

16-35. The headquarters support company medical treatment team provides emergency medical treatment and limited ground ambulance medical evacuation support to the CCP.

ORGANIZATION

16-36. The headquarters support company medical treatment team consists of an officer, a non-commissioned officer, and two junior enlisted personnel.

TASKS

16-37. The headquarters support company medical treatment team provides health service support and force health protection to organic, assigned, or attached personnel. The team completes the medical portion of Soldier readiness processing in preparation for CCP deployment. The team conducts sick call services, medical surveillance, and preventive medicine support to CCP personnel while deployed. The team augments the local medical facility when the CCP is not deployed.

OPERATIONS COMPANY

16-38. Paragraphs 16-39 through 16-41 discuss the mission, organization, and tasks of the operations company.

MISSION

16-39. The operations company provides administrative and logistical support to organic, assigned, or attached personnel.

ORGANIZATION

16-40. The operations company consists of two officers, four noncommissioned officers, and one junior enlisted person.

TASKS

16-41. The operations company provides administrative, logistical, and training support to personnel from the G-3 (assistant chief of staff, operations), G-6 (assistant chief of staff, signal), G-7 (assistant chief of staff, inform and influence activities), G-9 (assistant chief of staff, civil affairs operations) sections and the fires and protection cells assigned to the CCP. Examples of support include leave and pass, awards, preventive maintenance checks and services programs, and CBRN and marksmanship training. The company maintains arms, CBRN, and supply rooms to support training and maintenance of equipment and facilities.

INTELLIGENCE AND SUSTAINMENT COMPANY

16-42. Paragraphs 16-43 through 16-45 discuss the mission, organization, and tasks of the intelligence and sustainment company.

MISSION

16-43. The intelligence and sustainment company provides administrative and logistical support to organic, assigned, or attached personnel.

ORGANIZATION

16-44. The intelligence and sustainment company consists of two officers, four noncommissioned officers, and one junior enlisted person.

TASKS

16-45. The intelligence and sustainment company provides administrative, logistical, and training support to personnel from the G-1 (assistant chief of staff, personnel), G-2 (assistant chief of staff, intelligence), G-4 (assistant chief of staff, logistics), G-8 (assistant chief of staff, resource management), surgeon sections, and the engineer element. Examples of support include leave and pass, awards, preventive maintenance checks and services programs, and CBRN and marksmanship training. The company maintains arms, CBRN, and supply rooms to support training and maintenance of equipment and facilities.

Appendix

Command and Support Relationships

Command and support relationships provide the basis for unity of command and unity of effort in operations. Command relationships affect Army force generation, force tailoring, and task organization. Commanders use Army support relationships when task-organizing Army forces. All command and support relationships fall within the framework of joint doctrine. Joint Publication (JP) 1 discusses joint command relationships and authorities.

CHAIN OF COMMAND RELATIONSHIPS

A-1. The President and Secretary of Defense exercise authority and control of the armed forces through two distinct branches of the chain of command. One branch runs from the President, through the Secretary of Defense, to the combatant commanders for missions and forces assigned to combatant commands. The other branch runs from the President through the Secretary of Defense to the secretaries of the military departments. The latter branch serves other purposes than providing operational direction to combatant command assigned forces. Each military department operates under the authority, direction, and control of the secretary of that military department. These secretaries exercise authority through their respective Service chiefs over Service forces not assigned to combatant commanders. The Service chiefs, except as otherwise prescribed by law, perform their duties under the authority, direction, and control of the secretaries to whom they are directly responsible.

A-2. The typical operational chain of command extends from the combatant commander to a joint task force commander, then to a functional component commander, or a Service component commander. Joint task forces and functional component commands, such as a land component command, comprise forces that are normally subordinate to a Service component command but have been placed under the operational control of the joint task force, and subsequently to a functional component commander. Conversely, the combatant commander may designate one of the Service component commanders as the joint task force commander or as a functional component commander. In some cases, the combatant commander may not establish a joint task force, retaining operational control over subordinate functional commands and Service components directly.

A-3. Under joint doctrine, each joint force includes a Service component command that provides administrative and logistic support to Service forces under operational control of that joint force. However, Army doctrine distinguishes between the Army component of a combatant command and Army components of subordinate joint forces. Under Army doctrine, the theater army is assigned to a combatant command. There is only one theater army within a combatant command's area of responsibility.

A-4. The Secretary of the Army directs the flow of administrative control. Administrative control for Army units within a combatant command normally extends from the Secretary of the Army through the theater army, through an Army force, and then to Army units assigned or attached to an Army headquarters within that joint command. However, administrative control is not tied to the operational chain of command. The Secretary of the Army may redirect some or all Service responsibilities outside the normal theater army channels. In similar fashion, the theater army may distribute some administrative responsibilities outside the Army force. Their primary considerations are the effectiveness of Army forces and the care of Soldiers.

ADMINISTRATIVE CONTROL

A-5. *Administrative control* is direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and

equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations (JP 1). It is a Service authority, not a joint authority. It is exercised under the authority of and is delegated by the Secretary of the Army. Administrative control is synonymous with the Army's Title 10 authorities and responsibilities.

A-6. Administrative control of Army forces involves the entire Army. The generating force consists of those Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by joint force commanders. *Operating forces* consist of those forces whose primary missions are to participate in combat and the integral supporting elements thereof (JP 1-02). Often, commanders in the operating force and commanders in the generating force subdivide specific responsibilities. Army generating force capabilities and organizations are linked to operating forces through co-location and reachback.

A-7. The theater army is always the senior Army headquarters assigned to a combatant command. Its commander exercises command authorities as assigned by the combatant commander and administrative control as delegated by the Secretary of the Army. Administrative control is the Army's authority to administer and support Army forces even while in a combatant command area of responsibility. Combatant command (command authority) is the basic authority for command and control of the same Army forces. The Army is obligated to meet the combatant commander's requirements for the operational forces. Essentially, administrative control directs the Army's support of operational force requirements. Unless modified by the Secretary of the Army, administrative responsibilities normally flow from Department of the Army through the theater army to those Army forces assigned or attached to that combatant command. Theater armies usually "share" administrative control for at least some administrative or support functions. "Shared administrative control" refers to the internal allocation of Title 10, U.S. Code, section 3013(b) responsibilities and functions. This is especially true for Reserve Component forces. Certain administrative functions, such as pay, stay with the Reserve Component headquarters, even after unit mobilization. Shared administrative control also applies to direct reporting units of the Army that typically perform single or unique functions. The direct reporting unit, rather than the theater army, typically manages individual and unit training for these units. The Secretary of the Army directs shared administrative control.

THEATER ARMY TITLE 10 UNITED STATES CODE RESPONSIBILITIES

A-8. Within its area of responsibility, the theater army may perform the following functions:

- Servicing.
- Supplying.
- Training units.
- Maintaining, servicing, constructing, and outfitting of Army equipment.
- Mobilizing and demobilizing.
- Administration, including the morale and welfare of personnel.
- Constructing, maintaining, and repairing buildings, structures, and utilities and the management and acquisition of real property.

A-9. Figure A-1. The normal distributions of Army administrative control responsibilities shown in figure A-1 depict the theater army's administrative control responsibilities.

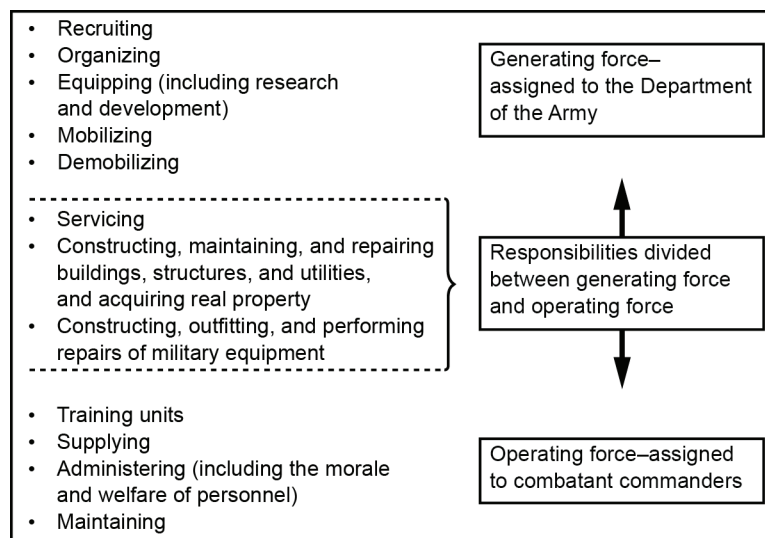


Figure A-1. Normal distribution of Army administrative control responsibilities

ARMY SUPPORT TO OTHER SERVICES

A-10. The following is a summary of the support requirements the theater army may be called on to accomplish:

- Overland petroleum support in wartime.
- Program land-based water resources to support the geographic combatant commander (GCC) requirements.**
- Single manager for conventional ammunition (SMCA).**
- Provide supply.
- Maintenance.
- Distribution.
- Transportation.
- Common-user land transportation in overseas areas.
- General engineering.
- Health services.
- Department of Defense (DOD) executive agent for Armed Services Blood Program Office.**
- DOD biometrics.
- DOD executive agent for DOD's military immunization program.**
- DOD immunization program for biological warfare defense.
- DOD executive agent for veterinary services.**
- Single integrated medical logistics management (SIMLM).
- Patient evacuation.
- Provide treatment for enemy prisoners of war (EPWs) and civilians.
- Medical, biological, and chemical defense research.
- DOD executive agent for the Armed Forces Institute of Pathology.**
- DOD EPW program.**
- DOD executive agent for the Military Postal Service.**
- DOD executive agent for the DOD customs inspection program.**
- Joint tactics, techniques, and procedures for joint logistics over-the-shore.
- DOD executive agent for mortuary affairs program** and joint mortuary affairs program.

- Airdrop equipment and supplies.
- Communications.
- Civil affairs.
- Noncombatant evacuation operation.

** Denotes executive agent

A-11. Tables A-1 through A-35 further detail the source authority, support responsibilities, and responsible agents for the different support functions the theater army may encounter.

Table A-1. Overland petroleum support

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|--|--|-----------------------------|-------------|
| Department of Defense directive (DODD) 4140.25 | Overland petroleum support in wartime. | | 4/12/2004 |
| DODD 4140.25 | The Secretary of the Army shall provide wartime planning and management of overland petroleum distribution support, including inland waterways, to U.S. land-based forces of all DOD components. | | 4/12/2004 |
| DODD 4140.25 | The Secretary of the Army shall provide the necessary force structure to operate and install tactical petroleum storage and distribution systems, including pipelines. | | 4/12/2004 |
| DODD 4140.25 | To ensure wartime support, the Army shall fund and maintain tactical storage and distribution systems to supplement fixed facilities. | | 4/12/2004 |
| DODD 4140.25 | The Army shall maintain laboratories for certification testing of petroleum and related products used in ground vehicle and equipment system applications, and other than fixed-wing aircraft. | | 4/12/2004 |
| JP 4-03 | Army normally provides management of overland petroleum support. | | 12/9/2010 |
| Current Operation Plan (OPLAN) | Through 49th POL (petroleum, oils, and lubricants) Group, plan for and execute the support of inland POL distribution to theater forces. | 8th Theater Support Command | |

Table A-2. Land-based water resources

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> | <i>Notes</i> |
|-------------------------|--|---|-------------|-----------------|
| DODD 4705.01 | Program land-based water resources to support the GCCs requirements. | | 7/9/1992 | Executive Agent |
| Current OPLAN | Assigned as the executive agent for tactical water resource management for United States Forces, Korea in support of contingency operations. | 8th Army G-4 | | |
| Current OPLAN | On order, construct, maintain, and operate permanent and semi-permanent nontactical water utility systems to support refugee, displaced civilian, and other humanitarian relief effort base camps. | 8th Army Engineers | | |
| Current OPLAN | Monitor water quality standards throughout the theater. | 18th Medical Command | | |
| Current OPLAN | Provide water support to other Services as coordinated in inter-Service support agreements. | Commander, United States Army Forces, Central Command (COMUSARCENT) | | |
| Current OPLAN | Be prepared to provide backup water support in Saudi Arabia, Kuwait, and Iraq. | COMUSARCENT | | |
| Current OPLAN | Identify and coordinate water support requirements beyond organic capability with predominate service at each location. | COMUSARCENT | | |
| Current OPLAN | Provide water support to U.S. forces located in or passing through United States Army, Central Command (USARCENT) rear areas. | COMUSARCENT | | |

Table A-3. Single manager for conventional ammunition

| Source Authority | Support Functions | Responsible Agent | Date |
|--|---|--------------------------|-------------|
| DODD 5160.65 | SMCA. | | 08/01/2008 |
| Department of Defense instruction (DODI) 5160.68 | Acquire conventional ammunition (upon receipt of funded programs). | | 12/29/2008 |
| DODI 5160.68 | Develop conventional ammunition industrial base strategic plan. | | 12/29/2008 |
| DODI 5160.68 | Provide inventory management for assigned conventional munitions. | | 12/29/2008 |
| DODI 5160.68 | Demilitarize and dispose of all conventional ammunition. | | 12/29/2008 |
| DODI 5210.65 | Develop and coordinate security classification guidance, as appropriate, and provide that guidance to the DOD components to direct consistency in classification and dissemination of information related to chemical agents. Develop procedures for U.S. compliance with the chemical weapons convention provisions for all the DOD Components. Establish requirements for safeguarding recovered chemical warfare material involved in an explosives or munitions emergency or recovered during planned munitions responses (e.g., chemical warfare material response) or other activities (for example, range clearance activities). | | 03/12/2007 |
| DODD 6055.9 | Serve as the DOD executive agent for emergency response to transportation mishaps involving ammunition and explosives and provide administrative and resource support for the DOD explosives safety board. | | 08/19/2005 |
| Current OPLAN | Maintain capability to receive, store, coordinate, and distribute ammunition using maximum throughput and containerization consistent with unstuffing capability. | COMUSARCENT | |

Table A-4. Provide supply

| Source Authority | Support Functions | Responsible Agent |
|---|--|---|
| United States Pacific Command (PACOM) Current OPLAN | Arrange inter-Service agreements for common item support, service support, and other logistics support. Develop procedures for implementation of common item and common service support with Service components in the Korean Theater of Operations. Common item support methodology should collect projected requirements and include provisions that ensure supplies are requisitioned for all supported in country components. This support must include common-item support requirements for United States Army, Air Force (USAF), Navy (USN), Marine Forces (USMC), and U.S. agencies as identified by Service components. | United States Army, Pacific Command (USARPAC) |
| Current OPLAN | Plan for and support the onward movement of U.S. Army augmentation forces, and other Service component forces, in accordance with existing policies and directives. | 8th Theater Support Command |
| Current OPLAN | Provide logistics support of reception, staging, and onward movement for U.S. forces, vehicles, cargo, and personnel. Support requirements such as fuel, messing, bed down, and parking space will be required for drivers and assets at the ports, reception, staging, and onward movement sites, and at final destinations. | 8th Theater Support Command |
| Current OPLAN | 8th Army and Army Material Command coordinate preplanned supply increments of common items upon arrival in Korea that are comingled and stored in Army operated supply facilities and will be available to USAF, USN, and USMC elements by requisitioning through the 6 th Support Center (material management center). | |
| Current OPLAN | Demand supported requisitions (Distribution Standard System or Non-Distribution Standard System) will be submitted by 6 th Support Center (material management center) to continental United States (CONUS) issue control point or service item control center commencing not later than D+5 (see <i>times</i> in JP 1-02). These requisitions will include USAF, USN, and USMC common item support and supply buildup to attain and maintain the prescribed stockage objective. | |
| Current OPLAN | The theater army is responsible for providing Army common items support for the USAF, USN, and USMC elements deployed to Korea not covered by existing inter-Service support agreements. Common item support provided by USARPAC consists of the following classes of supply: <ul style="list-style-type: none"> • I - operational rations, • II – consumables and expendables, • III - (package), • IV - field fortification/barrier materiel, • V - Army common ammunition, • VIII - medical items, and • IX - repair parts for Army managed major end items. | |
| Current OPLAN | As the theater logistics manager, provides common item and common service support. COMUSARCENT is responsible for all theater-level Army logistics forces and other support organizations (Army field support brigade, contracting support brigade, Defense Logistics Agency, Surface Deployment and Distribution Command, and other Joint agencies) in the theater. | COMUSARCENT |
| Current OPLAN | Manages the theater distribution management center to ensure theater requirements for the management and movement of resources are processed and distributed. | COMUSARCENT |
| Current OPLAN | As executing agent, receives, stores, issues, coordinates and provides common items of classes I, II, III, IV, and IX to other forces ashore. | COMUSARCENT |
| Current OPLAN | Maintains the theater reserve of chemical protection clothing and equipment. | COMUSARCENT |

Table A-5. Miscellaneous supply services

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|--------------------------|-------------|
| DODD 5160.05 | <p>Coordinate roles and responsibilities associated with the chemical and biological defense program (CBDP).</p> <p>Coordinate and integrate research, development, test, and evaluation and acquisition requirements of the military departments for DOD chemical and biological warfare defense programs.</p> <p>Review all funding requirements for the CBDP.</p> <p>Serve as Milestone Decision Authority for chemical, biological, radiological, and nuclear (CBRN) defense programs as delegated by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]).</p> <p>Establish a joint program executive officer for chemical and biological defense, reporting through the Army acquisition executive to the Defense Acquisition Executive, to serve as the joint Service materiel developer and oversee total life-cycle acquisition management for assigned CBRN defense programs.</p> <p>Designate a CBDP test and evaluation executive to ensure adequacy of test and evaluation programs and infrastructure.</p> <p>Establish a joint combat developer for experimentation for CBRN defense under the direction and supervision of the Director of the Joint Staff /J-8 Joint Requirements Office -CBRN defense.</p> <p>Provide support and operational direction to the director, joint CBRN defense program analysis and integration office.</p> | | 10/09/2008 |
| Current OPLAN | Provide for billeting, messing, and medical support of transient personnel during other than unit moves. | COMUSARCENT | |
| DODD 3025.18 | Emergency water responsibilities in CONUS. | | 12/29/2010 |

Table A-6. Maintenance

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|--------------------------|-------------|
| DODI 5160.68 | Manage the maintenance of wholesale conventional ammunition in support of the SMCA mission. | | 12/29/2008 |
| DODI 5160.68 | Fund, on a nonreimbursable basis, and perform maintenance on SMCA-assigned conventional ammunition deteriorating from a serviceable condition to an unserviceable condition due to improper storage and handling conditions while in SMCA facilities. | | 12/29/2008 |
| DODI 5160.68 | Develop, acquire, and maintain conventional ammunition peculiar equipment required for the maintenance of conventional ammunition at SMCA facilities on a nonreimbursable basis. | | 12/29/2008 |
| Current OPLAN | Provide seaport damage assessment and repair capability, port maintenance, and port development capability in coordination with Commander, United States Navy, Central Command, as required. | COMUSARCENT | |

Table A-7. Distribution

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|--|--------------------------|-------------|
| | The primary logistics-related functions of the COMARFOR are: Develop theater lines of communications as follows: Provide management of distribution assets and prioritize movement requirements and mode asset utilization; Provide common-user land transportation in theater to include rail unless otherwise designated by the GCC; Provide equipment load rigging support in conjunction with other Service component commands; Operate some or all water terminals in the theater in coordination with the Surface Deployment and Distribution Command (SDDC) port manager; Provide coastal and inland pipeline fuel support; Establish and operate coastal and inland waterways; Provide engineer support for inland physical network (highways and bridges). Provide rotary-wing common-user support. Maintain the appropriate automation system infrastructure to support DOD in-transit visibility requirements by providing in-transit visibility data feeds at key transportation nodes to Global Transportation Network and joint total asset visibility. | COMARFOR | 8/22/2000 |

Table A-8. Transportation

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|-------------------------------|-------------|
| DODD 6055.9 | DOD executive agent for DOD emergency response to transportation mishaps involving ammunition and explosives. | | 08/19/2005 |
| Current OPLAN | 25th Transportation Battalion will establish movement control teams to service transportation needs of all U.S. units in theater. | 25th Transportation Battalion | |
| Current OPLAN | Serves as the U.S. theater movement control agency providing movement management services and highway traffic regulation on all U.S. forces until closure of the Army Material Command. | 25th Transportation Battalion | |
| Current OPLAN | Tasks assigned U.S. common-user lift transportation in support of U.S. forces. | 25th Transportation Battalion | |

Table A-9. Common-user land transportation in overseas areas

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|--|-----------------------------|-------------|
| JP 4-01.5 | Secretary of the Army has single manager transportation responsibilities for land transportation. | | 4/9/2002 |
| Current OPLAN | Plan for the in-country distribution of dry cargo arriving at Kimhae, Pohang, and Kwangju. | 8th Theater Support Command | |
| Current OPLAN | Executive agency authority for all theater U.S. movement/transportation. | 8th Army G-4 | |
| Current OPLAN | Provide theater-level mission command for common-user water terminal operations, common-user line haul transportation, common-user waterborne transportation, and common-user rail transportation. | 8th Theater Support Command | |
| Current OPLAN | Provide or arrange for common-user line-haul transportation, including wholesale distribution of bulk POL and water and aerial and water port clearance. | COMUSARCENT | |

Table A-10. Operate overseas ocean terminals

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|--|-----------------------------------|-------------|
| JP 4-01.5 | Operate some or all water terminals in the theater in coordination with the SDDC port manager. | | 4/9/2002 |
| Current OPLAN | Manage and operate U.S. common-user military ocean terminals in Korea. | 837th Medium Port Command or SDDC | |
| Current OPLAN | Serves as single port manager for Korea. | 837th Medium Port Command or SDDC | |
| Current OPLAN | The SDDC is the U.S. single port manager. The combined seaport coordination center, a coordinating agency of Combined Transportation Movement Center, manages and workloads port operators in common-user seaports in Combined Forces Command, Korea area of responsibility. The combined seaport coordination center interfaces with the GCC and designates the logistics over-the-shore commander to coordinate common-user seaport and sealift assets to support logistics over the shore operations. | SDDC | |
| Current OPLAN | The port movement control teams coordinate intratheater line haul movement of passengers and cargo discharged at aerial ports of debarkation. | 25th Transportation Battalion | |
| Current OPLAN | Serve as port manager unless the GCC directs otherwise. | SDDC | |
| Current OPLAN | Provides traffic management, CONUS commercial air and surface transportation, and common-user ocean terminal support. | SDDC | |
| Current OPLAN | Through SDDC, operate all common-user seaports. Assist United States Naval Forces, Central Command and U.S. Marine forces, U.S. Central Command in operation of all expeditionary seaports, as required. | COMUSARCENT | |
| Current OPLAN | Operate common-user seaport terminals using U.S. military, SDDC, multinational or commercial sea ports and related terminal services for transit of DOD cargo, and clearance of cargo through customs based on U.S. Central Command (USCENTCOM) established policy and procedures with the host nation. | COMUSARCENT | |

Table A-11. Miscellaneous transportation

| Source Authority | Support Functions | Date | Notes (Quotes from Source Authority) |
|-------------------------|---|-------------|---|
| DODD 4500.9 | The Secretary of the Army shall serve as the DOD executive agent for the military assistance to safety and traffic program. | 09/11/2007 | Executive agent |
| DODI 5160.68 | <p>Single manager for SMCA.</p> <p>Responsibilities of the SMCA, the Military Services, and United States Special Operations Command.</p> <p>(1) Coordinate with the joint munitions transportation coordinating activity for performing duties, as delineated in defense transportation regulation 4500.9-R (Reference (p)), so that the joint munitions transportation coordinating activity can provide decision makers with advance planning visibility.</p> <p>(2) Provide transportation and handling management and control for wholesale conventional ammunition to:</p> <p>(a) Develop and implement safe, secure, and efficient transportation and handling processes at SMCA-managed facilities.</p> <p>(b) Coordinate with other transportation managers to develop and execute integrated movement plans for meeting peacetime and contingency movement requirements.</p> <p>(3) Coordinate movement to the point of receipt by continental United States retail customers, or to the overseas port of embarkation, in conjunction with other transportation managers.</p> <p>(4) Plan for and maintain a transportation and handling capability to meet projected contingency requirements.</p> | 12/29/2008 | |
| JP 4-01.5 | DOD single manager for military traffic management. | 4/9/2002 | |
| Current OPLAN | Manages the operation of U.S. owned rolling stock. | | |
| Current OPLAN | Fulfills U.S. unit requests for common-user transportation when they become available in theater. | | |
| Current OPLAN | The Combined Seaport Coordination Center manages and workloads all common-user coastal sealift in the Combined Forces Command, Korea area of responsibility. Republic of Korea defense transportation command mobilized sealift, U.S. Army logistic support vessels and landing craft utility are considered common-user coastal sealift. | | |

Table A-12. General engineering

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> | <i>Notes (Quotes from Source Authority)</i> |
|-------------------------|--|--------------------------|-------------|---|
| DODD 4270.5 | The Department of the Army is the designated DOD construction agent for the following countries: Afghanistan, Canada, excluding Newfoundland, Central America, Europe, excluding Spain, Portugal, Italy, Greece, and the British Isles, Northern Eurasia, which makes up Russia and the former Soviet republics, Greenland, Iraq, Japan, including the Ryukyu Islands (Okinawa), Korea, Marshall Islands, Mexico, Middle East, including the Saudi Arabian Peninsula, Egypt, and Israel, South America, Southeast Asia, from Iran to Myanmar (Burma), Sub-Saharan Africa, excluding Kenya and Somalia, Taiwan, Turkey. | | 2/12/2005 | Construction agent |
| DODD 4270.5 | Within the United States, the U.S. Army Corps of Engineers or the Naval Facilities Engineering Command shall be used in the maintenance, repair, design, construction, rehabilitation, alteration, addition, or expansion of a real property facility for a defense agency or a DOD field activity with the approval of the military department having jurisdiction of the real property facility. | | 2/12/2005 | |
| DODD 4270.5 | Within the United States, the Department of the Air Force shall use the services of the U.S. Army Corps of Engineers or the Naval Facilities Engineering Command for design and construction of the annual military construction program. | | 2/12/2005 | |
| Current OPLAN | Provide initial military troop construction support to U.S. Forces, as appropriate. Support echelons above corps engineer requirements beyond the capabilities of United States Central Command Air Forces, United States Marine Forces, Central Command, and United States Naval Forces, Central Command. | COMUSARCENT | | |
| JP 3-34 | The U.S. Army Corps of Engineers is the Army major command assigned responsibility to execute the following Army and DOD mission areas: engineering and design, contract construction (less minor construction), real estate acquisition, technical assistance, topographic engineering support, and the Army's civil works program. | | 6/30/2011 | |

Table A-13. Health services

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> | <i>Notes (Quotes from Source Authority)</i> |
|-------------------------|--|--------------------------|-------------|---|
| DODD 6490.2 | Designate the Secretary of the Army as the DOD executive agent for the Armed Forces Health Surveillance Center, which includes the Defense Medical Surveillance System and the DOD Serum Repository. | | 10/21/2004 | Executive agent |
| DODI 6490.03 | DOD executive agent for deployment health. | | 08/11/2006 | Executive agent |
| DODD 6205.3 | DOD executive agent for the DOD Immunization Program for Biological Warfare Defense. | | 11/26/1993 | Executive agent |
| DODI 6200.2 | DOD executive agent for the use of investigational new drugs for force health protection. | | 02/27/2008 | Executive agent |
| DODD 6000.12 | DOD executive agent for Armed Services Blood Program Office. | | 1/6/2011 | Executive agent |
| DODD 6000.12 | Fund blood procurement from civilian sources and manage the Armed Services Blood Program Office and provide administrative support. | | 1/6/2011 | |
| DODI 6480.4 | DOD executive agent for Armed Services Blood Program Office. | | 8/5/1996 | |
| JP 4-02 | Armed Services Blood Program Office responsibility. | | 10/31/2006 | |
| PACOM Current OPLAN | 8th Army will serve as the SIMLM on the Korean peninsula. | 8th Army | | |

Table A-14. DOD biometrics

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|---|-------------|
| DODD 8521.01 | Provide for, manage, and maintain a biometrics center of excellence. | 2/28/2008 |
| DODD 8521.01 | Program for and budget sufficient resources to support common enterprise requirements documentation, architecture development, materiel development, test and evaluation, lifecycle management, prototyping, exercises, records management, demonstrations, and evaluations to include efforts at maturing viable technologies and standards. | 2/28/2008 |
| DODD 8521.01 | Program for and budget sufficient resources to support common biometric data management, training, operations, and lifecycle support. | 2/28/2008 |
| DODD 8521.01 | Coordinate all component biometric requirements with DOD component members of the DOD biometrics executive committee. | 2/28/2008 |

Table A-15. DOD executive agent for DOD's military immunization program

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|---|-------------|
| DODD 6205.02 | Establish a military vaccination office to synchronize, integrate, and coordinate efforts in immunization services for all DOD components. | 9/19/2006 |
| DODD 6205.02 | Provide a comprehensive access point for information, education resources, and coordination of immunization-related activities for the Military Services. | 9/19/2006 |

Table A-16. DOD immunization program for biological warfare or defense

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|--------------------------------------|-------------|
| DODD 6205.3 | Vaccine research and development. | 11/26/1993 |
| DODD 6205.3 | Vaccine acquisition and stockpiling. | 11/26/1993 |

Table A-17. Veterinary services

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> | <i>Notes (Quotes from Source Authority)</i> |
|-------------------------|--|--------------------------|-------------|---|
| DODD 6400.4 | DOD executive agent for veterinary services. | | 8/22/2003 | Executive agent |
| JP 4-02 | DOD Executive Agent for veterinary services for all Services and the advisor to the joint force surgeon on all veterinary affairs. This mission includes the control of zoonotic diseases, veterinary care of DOD owned animals, veterinary laboratory support, inspection and examination of subsistence items for quality, and when authorized, veterinary care for animals belonging to local indigenous personnel in conjunction with nation assistance or other operations. Army Veterinary Corps, Navy Preventive Medicine, and Air Force Public Health provide food safety services, assuring food quality. | | 10/31/2006 | |
| Current OPLAN | For U.S. Forces, the U.S. Eighth Army has lead responsibility for providing veterinary support within the Korean theater of operations. | 8th Army | | |
| Current OPLAN | Provide veterinary services to other components and supporting forces no later than C030 (see <i>times</i> in JP 1-02.), as required. | COMUSARCENT | | |
| Current OPLAN | Ensure the safety of the food supply and the health care of military working dogs. | COMUSARCENT | | |
| Current OPLAN | Provide aerial spray for insect (vector) control within deployed capabilities. | COMUSARCENT | | |

Table A-18. Single integrated medical logistics management

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|--|--|--------------------------|-------------|
| JP 4-02 | Provide SIMLM. | | 10/31/2006 |
| JP 4-07 | Currently, the U.S. Army is designated as the SIMLM in Europe and Korea. | | 6/11/2001 |
| Current OPLAN | Will serve as the executive agent and function as the central point for all component requirements for optical fabrication and repair. | COMUSARCENT | |
| Current OPLAN | Ensure adequate Class VIIIA supplies for Air Force forces until single item manager system is established by COMUSARCENT. | COMUSARCENT | |
| Current OPLAN | Provide medical maintenance support. | COMUSARCENT | |
| Current United States European Command Directive | Commanding General (CG), United States Army, European Command (USAREUR) will act as the executive agent for United States European Command (USEUCOM) regarding the SIMLM mission. The CG USAREUR lead agent will: (1) Operate the central theater medical materiel and distribution system. (2) Provide intermediate and limited depot level medical maintenance support to all medical activities of the USEUCOM. (3) Provide optical fabrication support for standard military eyewear requirements for all military personnel of USEUCOM. | CG USAREUR | 03/16/2000 |

Table A-19. Patient evacuation

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|--------------------------|-------------|
| JP 4-02 | Army aeromedical ambulance assets may provide dedicated patient movement to and from Navy hospital ships. | | 10/31/2006 |
| Current OPLAN | Provide air ambulance support to hospital ships as required by USCENCOM. | COMUSARCENT | |

Table A-20. Provide treatment for enemy prisoners of war and civilians

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> |
|-------------------------|--|--------------------------|
| Current OPLAN | Provide health service support for EPWs and civilian war casualties. | COMUSARCENT |

Table A-21. Medical, biological, and chemical defense research

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> | <i>Notes (Quotes from Source Authority)</i> |
|-------------------------|--|-------------|---|
| DODD 5160.05 | Secretary of the Army as the DOD executive agent for the CBDP. | 10/09/2008 | |
| DODD 5154.24 | DOD executive agent for the Armed Forces Institute of Pathology. | 10/3/2001 | Executive agent |

Table A-22. DOD detainee program

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|--------------------------|-------------|
| DODD 2310.01 | <p>Ensure all executive agent responsibilities and functions for the administration of DOD detainee operations policy are assigned and executed according to Reference (b) and this Directive.</p> <p>Develop and promulgate guidance, regulations, and instructions necessary for the DOD-wide implementation of detainee operations policy in coordination with the Under Secretary of Defense for Policy.</p> <p>Communicate directly with the heads of the DOD components as necessary to carry out assigned functions. The Chairman of the Joint Chiefs of Staff shall be informed of communications to the commanders of the combatant commands.</p> <p>Designate a single point of contact within the Department of the Army for detainee operations policy, who shall also provide advice and assistance to the Under Secretary of Defense for Policy.</p> <p>Plan for and operate a national-level detainee reporting center and its elements (for example, at theater and lower levels) to account for detainees. Coordinate with the Under Secretary of Defense for Policy to provide reports on detainee operations to the Secretary of Defense and others as appropriate.</p> <p>Recommend DOD-wide detainee operations-related planning and programming guidance to the Under Secretary of Defense for Policy, the Under Secretary of Defense for Acquisition, Technology, and Logistics, the Under Secretary of Defense for Intelligence, the Under Secretary of Defense for Personnel and Readiness, the Under Secretary of Defense (Comptroller), the Assistant Secretary of Defense for Networks and Information Integration, the Director of Program Analysis and Evaluation, and the Chairman of the Joint Chiefs of Staff. Provide information copies of such guidance to the secretaries of the military departments.</p> <p>Establish detainee operations training and certification standards, in coordination with the secretaries of the military departments and the joint staff.</p> <p>Develop programs to ensure all DOD detainee operations policy; doctrine; tactics, techniques, and procedures; and regulations or other issuances are subject to periodic review, evaluation, and inspection for effectiveness and compliance with this Directive.</p> | | 09/05/2006 |
| Current OPLAN | <p>Provide logistic support to displaced civilians, civilian internees, and EPWs with capabilities and in accordance with the Geneva Convention. Establish EPW and civilian internee camps, as governed by customary law.</p> | COMUSARCENT | |

Table A-23. Military postal services

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> | <i>Notes (Quotes from Source Authority)</i> |
|-------------------------|--|-------------|---|
| DODD 5101.11 | <p>DOD executive agency for the Military Postal Service (MPS).</p> | 6/2/2011 | Executive agent |
| | <p>Manage the MPS throughout the Department of Defense in accordance with guidance provided by the Under Secretary of Defense for Acquisition and Technology. The MPS shall provide efficient and responsive postal service to authorized personnel and organizations outside the United States.</p> | | |
| DODI 4525.7 | <p>DOD executive agent for MPS. Establish a support team composed of personnel from the Military Postal Service Agency to provide technical assistance and monitor command postal operations for all Military Services in overseas areas.</p> | 4/2/1981 | |

Table A-24. Joint tactics, techniques, and procedures for joint logistics over-the-shore

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|---|-------------|
| JP 4-01.6 | Joint tactics, techniques, and procedures for joint logistics over-the-shore. | 8/5/2005 |

Table A-25. Joint mortuary affairs program

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|--|--------------------------|-------------|
| DODD 1300.22 | Serve as the executive agent for mortuary affairs for the DOD. | | 5/25/2011 |
| DODD 1300.22 | Maintain a mortuary affairs force structure. | | 5/25/2011 |
| DODD 1300.22 | Maintain the Central Joint Mortuary Affairs Office and appoint a chairman. | | 5/25/2011 |
| DODD 1300.22 | Operate theater and CONUS personal effects depots in support of all military forces. | | 5/25/2011 |
| DODD 1300.22 | Establish and maintain a doctrine and training integration center for joint tactics, techniques, and procedures. | | 5/25/2011 |
| DODD 1300.22 | Operate and maintain a central identification laboratory in peacetime and establish other regional identification laboratories when required to support military operations. | | 5/25/2011 |
| DODD 1300.22 | Develop and obtain Chairman of the Joint Chiefs of Staff approval of joint mortuary affairs doctrine and training material to be used by the Military Services. | | 5/25/2011 |
| DODD 1300.22 | Administratively process cases considered by the Armed Forces Identification Review Board in coordination with the other Services. | | 5/25/2011 |
| JP 4-06 | Deputy Chief of Staff for Logistics, U.S. Army is the centralized manager for human remains pouches, etc. | | 6/5/2006 |
| Current OPLAN | Implement the wartime mortuary affairs program. | | |
| Current OPLAN | The 8th Army G-4, Service Component Mortuary Affairs Officer, will coordinate with the Service Component Mortuary Affairs Officer for the United States Air Force, Korea, the United States Naval Force, Korea, and the United States Marine Force, Korea to provide backup general mortuary affairs support utilizing 8th Field Army mortuary affairs assets. | 8th Army G-4 | |
| Current OPLAN | 8th Army will serve as the executive agent for the concurrent return and graves registration programs within the Republic of Korea. | 8th Army G-4 | |

Table A-26. Airdrop equipment and supplies

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> |
|-------------------------|---|--------------------------|
| Current OPLAN | On order, provide airdrop equipment capabilities to the theater. | COMUSARCENT |
| Current OPLAN | Provide supplies, equipment, and personnel for airdrop operations to support potential resupply requirements. | COMUSARCENT |

Table A-27. Other miscellaneous services

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|--|-------------|
| | Port operations support at arctic designated ports. | |
| | Support tactical air control parties in support to the Army. | |
| AR 115-10/AFR 105.3 | Support weather elements under Army control. | 2/6/2010 |

Table A-28. Communications

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|--|-------------|
| JP 6-0 | The Army's responsibility includes those Defense Communications System facilities that are assigned to the Army for engineering, installation, operation, and maintenance. | 6/10/2010 |

Table A-29. Civil affairs

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|---|-------------|
| DODD 5100.1 | The primary functions of the Army are to provide forces for the occupation of territories abroad, including initial establishment of military government pending transfer of this responsibility to other authority. | 12/21/2010 |
| JP 3-57 | Recruiting, training, organizing, equipping, and mobilizing units and personnel to meet the civil affairs requirements of the supported commander and provide civil affairs forces requested by the other DOD components as directed by the Secretary of Defense in accordance with the force levels, programs, plans, and missions approved by the Secretary of Defense. | 07/08/2008 |
| DODD 2000.13 | Furnish to the other Military Departments, at their request and in coordination with the Chairman of the Joint Chiefs of Staff and United States Special Operations Command, U.S. Army personnel qualified in civil affairs. | 6/27/1994 |

Table A-30. Defense support of civil authorities

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Date</i> |
|-------------------------|---|-------------|
| DODD 3025.18 | Responsible for military support to civilian authorities. | 12/29/2010 |
| DODD 3025.12 | Executive agent for military assistance for civil disturbances. | 2/4/1994 |
| DODI 3025.16 | The Secretary of the Army shall establish and administer a standard DOD military emergency preparedness liaison officer training course consistent with the policies specified in this and referenced Directives. | 9/8/2011 |
| DODD 5525.5 | Responsible for DOD cooperation with civilian law enforcement officials. | 1/15/1986 |

Table A-31. Financial and contracting

| Source Authority | Support Functions | Responsible Agent | Date |
|-------------------------|---|--------------------------|-------------|
| DODI 5515.08 | Assignment of claims responsibility for Afghanistan, Albania, Austria, Belarus, Belgium, Bulgaria, the Czech Republic, El Salvador, Eritrea, Estonia, Ethiopia, the Federal Republic of Germany, Grenada, Honduras, Hungary, Iran, Iraq, Kenya, Korea, Kuwait, Latvia, Lithuania, the Marshall Islands, Moldova, the Netherlands, Poland, Romania, Seychelles, Slovakia, Slovenia, Somalia, Sudan, Switzerland, Ukraine, and Yemen, and claims in countries in the U.S. Central Command area of responsibility not specifically assigned to the Department of the Air Force or the Department of the Navy in subparagraphs E1.1.2. and E1.1.3., and as the Receiving State Office in the United States under Sections 2734a and 2734b of Reference (d), Reference (e), and status-of-forces agreements with countries not covered by Reference (e). | | 11/11/2006 |
| Current OPLAN | The United States Army is the lead agent responsible for contracting within the Republic of Korea. | U.S. Army | |
| Current OPLAN | U.S. Army Contracting Command, Korea (USCCK) has responsibility for contract support and administration for United States Forces, Korea, except for contracts issued or administered by the Defense Contract Management Agency, Assistant Secretary of the Army for Acquisition, Logistics, and Technology program managers, United States Transportation Command, Defense Logistics Agency, Army and Air Force Exchange Service, Defense Commissary Agency, and the Corps of Engineers. | USCCK | |
| Current OPLAN | Be prepared to act as USCENTCOM executive agent for central funding. Act as U.S. executive agent for control and distribution of assets of U.S. and foreign financial operations recovered during operations. Act as U.S. executive agent for paying EPWs and civilian internees. | COMUSARCENT | |
| Current OPLAN | Single-Service claims responsibility for Kuwait. | COMUSARCENT | |
| DODI 5160.68 | Coordinate logistics civil augmentation program requirements. | US Army Material Command | 12/29/2008 |

Table A-32. Confinement facilities

| Source Authority | Support Functions | Responsible Agent |
|-------------------------|--|--------------------------|
| Current OPLAN | Will, on order, establish a joint confinement facility in the area of responsibility. | COMUSARCENT |
| Current OPLAN | Provide military police assets for USCENTCOM headquarters internal and rear area security and USCENTCOM security, as required. | COMUSARCENT |
| Current OPLAN | Serve as executive agent for the confinement of U.S. prisoners in the theater and establish a joint U.S. confinement facility as required. | COMUSARCENT |

Table A-33. Noncombatant evacuation operation

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> | <i>Date</i> |
|-------------------------|---|--------------------------|-------------|
| JP 3-68 | Act as the designated DOD executive agent for repatriation planning and operations, and coordinate within the DOD and other Federal agencies (as well as state and local agencies) in planning for the reception and onward movement of DOD family members, nonessential DOD civilians, U.S. nationals, and designated aliens evacuated during a noncombatant evacuation operation. | | 12/23/2010 |
| DODD 3025.14 | Executive agent for repatriation planning and operations. | | 11/5/1990 |
| Current OPLAN | Executive agent for noncombatant evacuation operation, will control and manage the execution of noncombatant evacuation operation through the joint task force noncombatant evacuation operation and Commander, United States Forces, Korea. | CG 8th Army | |

Table A-34. Mapping, charting, and geodesy

| <i>Source Authority</i> | <i>Support Functions</i> | <i>Responsible Agent</i> |
|-------------------------|---|--------------------------|
| Current OPLAN | Provide mapping, charting, and geodesy to deployed and deploying forces as tasked by PACOM. | CG USARPAC |

Table A-35. Other functions

| Source Authority | Support Functions | Date |
|-------------------------|--|-------------|
| DODD 4500.09 | Executive agent for the military assistance to safety and traffic program. | 09/11/2007 |
| DODD 4120.11 | Lead standardization activity for generators and generator sets, electrical. | 04/13/2004 |
| DODI 5040.04 | <p>Coordinate the joint combat camera program.</p> <p>As the network infrastructure services agency for the Pentagon, provide information technology services to the joint combat camera center.</p> <p>As the visual information service center for the National Capital Region, provide visual information support to the joint combat camera center.</p> <p>Ensure availability of static line and free fall jump qualified combat camera personnel to support operational requirements.</p> | 06/06/2006 |
| DODD 5111.12 | The Secretary of the Army shall serve as the DOD executive agent for the Western Hemisphere Institute for Security Cooperation. | 03/18/2010 |
| DODI 5129.47 | <p>The heads of the DOD components shall support the Center for Countermeasures as follows:</p> <p>Identify all weapon systems and related components and provide appropriate system data to the center for countermeasures to assist in countermeasures and counter-countermeasures test and evaluation of these systems.</p> <p>Coordinate with the Center for Countermeasures on the scope, depth, and schedule of weapon system countermeasures and counter-countermeasures testing activities.</p> <p>The Secretaries of the Army and Air Force shall each attach one technically qualified officer (O-3 to O-5) to the Center for Countermeasures, in accordance with currently approved authorizations and procedures for assignment to joint test activities, to perform duties as Service Technical Liaison Officers. The Secretary of the Navy shall attach two technically qualified officers (O-3 to O-5) to the Center for Countermeasures, one from the Navy and one from the Marine Corps.</p> <p>The Secretary of the Army shall, in addition to performing the responsibilities in paragraphs 5.3 and 5.4., provide administrative and logistical support and manpower at the White Sands Missile Range for the Center for Countermeasures according to an inter-Service support agreement with the Department of Testing and Evaluation.</p> | 10/24/2007 |
| DODD 5515.9 | <p>The heads of the DOD components (other than the Departments of the Air Force and the Navy), when personnel of their components are involved in incidents generating claims under this Directive, shall, upon the request of the Secretary of the Army, assist in the investigation and processing of such claims in accordance with regulations promulgated by the Secretary of the Army. The Secretary of the Army may designate the DOD components providing such assistance as "claims processing offices" and attorneys or other personnel of the DOD components providing such assistance as "claims officers."</p> <p>The Secretary of the Army shall, under reference (c) and on behalf of the Secretary of Defense: Process and, where appropriate, settle claims that are filed under reference (b) and arise out of the acts or omissions of civilian personnel of the DOD components other than the military departments who, as determined by the Secretary of the Army, are acting within the scope of their official duties.</p> <p>May re-delegate the responsibility assigned by paragraphs 4.2. and 4.3.1. in the directive to personnel of the Department of the Army who are authorized under the regulations promulgated by the Secretary of the Army to settle claims under reference (b) against the Department of the Army.</p> | 4/19/2004 |
| DODD 5100.3 | Support the headquarters of combatant and subordinate joint commands. | 02/09/2011 |
| DODD 5160.05 | Secretary of the Army as the DOD executive agent for the CBDP, pursuant to sections 1522 and 1523 of title 50, United States Code. | 10/09/2008 |

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

| | |
|--------------------|--|
| AAMDC | Army Air and Missile Defense Command |
| AFCC | Air Force Component Commander |
| AO | area of operations |
| AOR | area of responsibility |
| ARFOR | <i>See</i> ARFOR under terms. |
| ASCC | Army Service component command |
| ASOS | Army support to other Services |
| C2 | command and control |
| CBDP | chemical and biological defense program |
| CBRN | chemical, biological, radiological, and nuclear |
| CCP | contingency command post |
| CG | commanding general |
| COCOM | combatant command (command authority) |
| COIC | current operations and integration cell |
| COMARFOR | commander, Army forces |
| COMUSARCENT | Commander, United States Army Forces, Central Command |
| CONUS | continental United States |
| CUL | common-user logistics |
| DOD | Department of Defense |
| DODD | Department of Defense directive |
| DODI | Department of Defense instruction |
| EPW | enemy prisoner of war |
| G-1 | assistant chief of staff, personnel |
| G-2 | assistant chief of staff, intelligence |
| G-2X | counterintelligence and human intelligence operations manager |
| G-3 | assistant chief of staff, operations |
| G-4 | assistant chief of staff, logistics |
| G-6 | assistant chief of staff, signal |
| G-7 | assistant chief of staff, inform and influence activities |
| G-8 | assistant chief of staff, resource management |
| G-9 | assistant chief of staff, civil affairs operations |
| GCC | geographic combatant commander |
| GEOINT | geospatial intelligence |
| HHB | headquarters and headquarters battalion |
| HUMINT | human intelligence |
| IR | information requirement |
| J-6 | communications system directorate of a joint staff |
| J-8 | force structure, resource, and assessment directorate of a joint staff |

| | |
|-----------------------|---|
| JFACC | joint force air component commander |
| JFC | joint force commander |
| JFLCC | joint force land component commander |
| JOA | joint operations area |
| JP | joint publication |
| JTF | joint task force |
| MCP | main command post |
| MEDCOM (DS) | medical command (deployment support) |
| METT-TC | <i>See</i> METT-TC under terms. |
| MIB | military intelligence brigade |
| MPS | Military Postal Service |
| MTOE | modified table of organization and equipment |
| MWR | morale, welfare, and recreation |
| OPLAN | operation plan |
| PACOM | United States Pacific Command |
| POL | petroleum, oils, and lubricants |
| RSOI | reception, staging, onward movement, and integration |
| S-1 | personnel staff officer |
| S-2 | intelligence staff officer |
| S-3 | operations staff officer |
| S-4 | logistics staff officer |
| SDDC | Surface Deployment and Distribution Command |
| SIGINT | signals intelligence |
| SIMLM | single integrated medical logistics management |
| SMCA | single manager for conventional ammunition |
| STO | special technical operations |
| TDA | Table of Distribution and Allowance |
| TSC | theater sustainment command |
| USAF | United States Air Force |
| USARCENT | United States Army, Central Command |
| USAREUR | United States Army, European Command |
| USARPAC | United States Army, Pacific Command |
| USCCK | United States Army, Contracting Command, Korea |
| USCENTCOM | United States Central Command |
| USD (AT&L) | Under Secretary of Defense for Acquisition, Technology, and Logistics |
| USEUCOM | United States European Command |
| USMC | United States Marine Corps |
| USN | United States Navy |

SECTION II – TERMS**administrative control**

(joint) Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (JP 1)

ARFOR

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

METT-TC

A memory aid used in two contexts: 1. In the context of information management, the major subject categories into which relevant information is grouped for military operations: mission, enemy, terrain and weather, troops and support available, time available, civil considerations. (FM 6-0) 2. In the context of tactics, major variables considered during mission analysis (mission variables). (FM 3-90)

operating forces

(joint) Those forces whose primary missions are to participate in combat and the integral supporting elements thereof. (JP 1-02)

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