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## Theater Army Operations

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## Headquarters Department of the Army

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# Theater Army Operations

## Draft—Not for Implementation

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## Preface

103 Doctrine provides a military organization with unity of effort and a common philosophy, language, and purpose.  
104 This manual discusses the organization and operations of the theater army headquarters, including its role as the  
105 Army Service Component Command (ASCC) to the Geographic Combatant Commander (GCC) and the  
106 relationships between the theater army headquarters and the theater enabling commands. The manual also  
107 discusses theater army Title 10 functions and responsibilities, generally referred to as the Combatant  
108 Commander's Daily Operations Requirements (CCDOR), as well as the operational employment of the theater  
109 army's contingency command post (CCP) to directly command and control limited types of operations.

### 110 **PURPOSE**

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

### 113 **SCOPE**

114 FM 3-93 has sixteen chapters and two appendices.

115 Chapter 1 discusses the theater army's role as the ASCC and the joint context in which it operates. It discusses  
116 theater army's responsibilities to support the Combatant Commander's theater campaign plan across the GCC's  
117 Area of Responsibility (AOR), hereinafter referred to as the theater army's AOR-wide support responsibilities.  
118 It also discusses theater army's role in theater opening, including reception, staging, onward movement, and  
119 integration (RSOI) of Army and joint forces provided to the Joint Force Commander (JFC) in joint operations  
120 areas (JOA) opened within the AOR, and the theater army's dominant role in sustaining Army and joint forces,  
121 as directed, across the AOR. Chapter 1 also discusses the sustainment concept of support and the modification  
122 of responsibilities of the Army Forces commander (ARFOR) within the JOA. Finally, Chapter 1 discusses the  
123 theater enabling commands (intelligence, sustainment, medical, signal, and aviation) and their command or  
124 support relationships with theater army and the ARFOR operating in JOAs within the AOR.

125 Chapter 2 discusses how the theater army employs its contingency command post (CCP) to support  
126 joint/combined training exercises and other theater security cooperation activities and to directly command and  
127 control limited types of military operations within the AOR.

128 Chapter 3 discusses the organization and functions of the theater army's Main Command Post (MCP).

129 Chapter 4 discusses the organization and functions of the theater army's Contingency Command Post (CCP).

130 Chapter 5 discusses the organization and functions of the Headquarters and Headquarters Battalion which  
131 provides administrative and sustainment support to the theater army headquarters staff.

132 Chapters 6 through 14 discuss the organization and functions of the theater army Command Group, Personal  
133 and Special Staff, and the Warfighting Functional cells (Intelligence, Movement & Maneuver, Fires, Protection,  
134 Sustainment, and Mission Command (emerging doctrinal change from Command & Control).

135 Chapter 15 discusses the organization and functions of the theater army CCP, and its capabilities, limitations,  
136 and dependencies.

137 Chapter 16 discusses the organization and functions of the theater army Headquarters and Headquarters  
138 Battalion (HHB), including HHB sustainment support for the CCP when it deploys.

139 Appendix A explains the doctrinal command and support relationships, lists the Army Title 10 responsibilities,  
140 and Table A-1 details the current list (as of July 2010) of Army External Support to Other Services and  
141 Executive Agent Responsibilities. Although these responsibilities may be changed or amended over time,  
142 assignment of Service responsibility is based on the Service's capabilities. Thus, changes in lead Service  
143 responsibilities are infrequent.

144 Appendix B contains a sample Army Service Component Directive.

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145 **APPLICABILITY**

146 This publication is most applicable to theater army commanders and staff. It also provides relevant information  
147 regarding theater army organization and operations for commanders and staffs at subordinate theater level  
148 commands and brigades, GCC, and other Service headquarters.

149 **ADMINISTRATIVE INFORMATION**

150 Terms that have joint or Army definitions are identified in both the glossary and the text. Terms for which FM  
151 3-93 is the proponent manual (the authority) are indicated with an asterisk in the glossary and printed in  
152 boldface in the text. For other definitions in the text, the term is italicized and the number of the proponent  
153 manual follows the definition.

154 The glossary contains references of acronyms and definitions of terms not defined in JP 1-02 and FM 1-02. It  
155 does not list acronyms and abbreviations that are included for clarity only and appear one time, nor those that  
156 appear only in a figure and are listed in the legend for that figure. Some common abbreviations and acronyms—  
157 for example, DOD and abbreviations for military publications—are not spelled out (refer to the glossary). Since  
158 ARFOR is a defined term as well as an acronym, it is not spelled out.

## Introduction

1 FM 3-93, Theater Army Operations, is based on a revised operational concept developed through the  
2 analysis, discussions, and decisions made by senior Army leaders over the course of nearly eight years of  
3 Army transformation. Senior Army leaders finalized these decisions under the auspices of Army Campaign  
4 Plan (ACP) Decision Points 129 (Global Command & Control Laydown), and 123 (Division, Corps, and  
5 Theater Army Design Refinement) between December 2008 and July 2009. The new Army strategy for  
6 global command and control of Army forces relies on the Modular Corps headquarters to command and  
7 control major operations instead of theater armies. Under the revised operational concept, theater armies  
8 no longer require large Operational Command Posts (OCP) to serve as the base organization for the  
9 formation of Joint Task Force (JTF) or Joint Force Land Component Command (JFLCC)/Army Force  
10 (ARFOR) headquarters to command and control major operations.

11 Every Geographic Combatant Commander (GCC) has requirements for an immediately available,  
12 deployable command and control capability for smaller-scale contingency operations, including limited  
13 intervention, peace and peacetime military engagement operations. The Chief of Staff of the Army's  
14 (CSA) revised concept provides every theater army with a standard Contingency Command Post (CCP).  
15 Chapter 3 contains a detailed discussion of the CCP's roles, missions, capabilities/limitations and  
16 dependencies.

17 Key Decisions: The following key decisions capture the critical elements of the DP 129 decision, which  
18 have a direct effect on the revised theater army operational concept and organizational design:

- 19 ● An additional (fourth) active component Corps headquarters will be stood up and manned,  
20 providing a sufficient number of corps headquarters to meet current operational demands and  
21 provide an additional Corps headquarters, available and deployable world-wide, as a hedge  
22 against the possible outbreak of major combat operations anywhere in the world. The creation  
23 of this additional C2 capability allows the theater army to be relieved of its previous  
24 responsibility to transition to a JTF or JFLCC/ARFOR headquarters and provide direct  
25 operational command and control over Army and/or joint forces engaged in full spectrum  
26 operations.
- 27 ● Under the revised operational concept, the Theater Army Main Command Post (MCP) has no  
28 direct C2 responsibilities for Army forces in an active JOA, however it does provide some  
29 reachback support such as intelligence analysis and long range planning. Theater army enabling  
30 commands and functional brigades continue to support operations across the GCC's AOR. For  
31 example, the regionally focused MI brigade will continue to collect against threats within the  
32 AOR and provide fused intelligence products to the theater army and other U.S. forces operating  
33 within the AOR, as required. Likewise, the Theater Sustainment Command (TSC) remains  
34 responsible for providing sustainment (less medical) for all Army forces forward-stationed,  
35 transiting, or operating within the AOR, including those Army forces assigned/OPCON to JTFs  
36 operating in JOAs established within the AOR. In addition, the TSC remains responsible for  
37 providing Army support to other services (ASOS) and USG agencies, including Common User  
38 Logistics (CUL) and other specific requirements established under specific  
39 OPLANS/CONPLANS and Army Executive Agent (AEA) agreements. These responsibilities  
40 are discussed in more detail the subsequent sections pertaining to the theater enabling commands  
41 and functional brigades.
- 42 ● Theater army retains responsibility for AOR-wide contingency planning and coordination,  
43 including developing and maintaining OPLANS/CONPLANS, and updated regionally focused  
44 intelligence estimates, and service support plans to the GCC's Theater Campaign Plan. The  
45 theater army will conduct collaborative planning with corps, divisions or other designated Army  
46 headquarters assigned to execute specified OPLANS/CONPLANS or to conduct major exercises  
47 within the AOR, or those headquarters aligned with the GCC for planning purposes. In  
48 particular, the theater army will contribute its considerable regional expertise (including cultural  
49 factors and regionally focused intelligence estimates) to the collaborative planning process with  
50 corps or division headquarters preparing to conduct operations within the AOR.

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- 51                   • The Army will provide warfighting headquarters from the rotational force pool to meet  
52 operational command and control requirements for major operations or major exercises that  
53 exceed the limited capabilities of the theater army's CCP.
- 54                   • Theater armies will have access to all critical theater enabling/functional capabilities, including  
55 intelligence, signal, sustainment, medical, aviation, air & missile defense, military police (MP)  
56 and engineer. The command and support relationships for these capabilities can differ  
57 depending on the AO requirements.

58 Theater opening, Reception, Staging, Onward Movement and Integration (RSO&I): The sustainment  
59 concept of support outlines the responsibilities for planning and executing theater opening, RSOI, common  
60 user logistics (CUL) and other sustainment-related support to the JOA. . The theater army executes these  
61 responsibilities through the Theater Sustainment Command (TSC) and its forward-deployed command  
62 post, the Expeditionary Sustainment Command (ESC). The deployed ESC provides direct command and  
63 control over the Army units actually providing the sustainment services within the JOA. FM 4-0, provides  
64 a more detailed explanation of sustainment-related command and support relationships and the division of  
65 responsibilities between the theater army, its subordinate theater sustainment command (TSC), and other  
66 Army headquarters operating in JOAs within the GCC's AOR



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## Chapter 1

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# Theater Army

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## **SERVICE (MILITARY DEPARTMENT) RESPONSIBILITIES**

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1-1. The administrative branch of the chain of command runs from the President and Secretary of Defense to the secretaries of the military departments (DODD 5100.1 explains the functions of the Department of Defense and HQDA). Under Title 10, USC, the Secretary of the Army exercises authority, direction, and control through the CSA, for forces not assigned to combatant commands. The Secretary of the Army—

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- Administers and supports all Army forces, to include those assigned or attached to combatant commands.

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- Organizes, trains, equips, and provides forces as directed by the President and Secretary of Defense.

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1-2. The Secretary of the Army (SA) exercises administrative control (ADCON) through theater army commanders assigned to the combatant commands, unless otherwise specified by the Secretary of Defense. ADCON normally extends from the SA through the ASCC, to Army units assigned to the ASCC, and/or through an 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 SA may redirect some or all Service responsibilities outside the normal ASCC channels. In similar fashion, the ASCC may distribute some administrative responsibilities outside the ARFOR. Their primary considerations are the effectiveness of Army forces and the care of Soldiers.

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1-3. Administrative control is the direction or exercise of authority over subordinate or other organizations necessary to fulfill military department's Title 10, USC; and executive agent responsibilities for administration, support, and force protection (FM 3-0). ARFOR commanders subordinate to the Joint Forces Commander (JFC) within specified JOAs receive Army forces and exercise Operational Control (OPCON). The theater army commander answers to the Secretary of the Army for the administration, support, and force protection of all Army forces assigned or attached to the combatant command, or transiting through the 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.

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1-4. Combatant commanders may direct theater army commanders to provide common user logistics (CUL) and Army support to other Services (ASOS), agencies, or multinational forces. As described in FM 4-0:

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- Title 10 of the United States Code (USC) specifies each individual service retains its responsibility for sustainment. However, shared sustainment responsibility or common user logistics (CUL) is more effective, especially for joint operations. CUL 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. CUL can be restricted by type of supply and/or service and to specific units, times, missions and/or geographic locations.

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- Title 10 provides the CCDR authority to assign CUL responsibilities that overlap the military department's Title 10 functions. Additionally, Directive Authority for Logistics (DAFL) is the additional authority used by the CCDR to eliminate the duplication or overlapping of sustainment responsibilities.

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- 112 • The Theater Army works in conjunction with the combatant command to identify sustainment  
113 requirements, responsibilities, and C2 for sustainment. The Theater Army commander's  
114 principal focus is on operational-level theater support involving force generation and  
115 sustainment during campaigns and joint operations. He matches sustainment requirements for a  
116 campaign to the capabilities of the Army forces. In all joint operations, sustainment is a service  
117 responsibility unless directed by executive agent directives, CCDR lead service designations, or  
118 inter-service support agreements (ISSAs).
  - 119 • The combatant commander may designate a service component as either the temporary CUL  
120 lead or long-term single integrated theater logistics manager (SITLM) if required (FM 4-0).

121 1-5. Army commanders in joint organizations use ADCON authority from the theater army commander to  
122 HQDA for Service-specific requirements. This authority forms a hierarchy for Army support to deployed  
123 forces without implying a superior-subordinate relationship. For example, theater army commanders may  
124 establish centers in the area of operations to train individual replacements; complete collective training,  
125 theater orientation and theater acclimation; and manage force modernization of Army forces prior to their  
126 employment by the JFC in the JOA.

## 127 **ARMY OPERATIONAL HEADQUARTERS IN AN AOR**

128 1-6. The Army contributes organizational elements and capabilities to JFCs. Those JFCs can conduct  
129 joint, interagency, and multinational operations across the spectrum of conflict. Army echelons can  
130 function at the operational level of war and contribute capabilities to joint, interagency, intergovernmental,  
131 and multinational operations. These capabilities include—

- 132 • Theater army headquarters, with their Contingency Command Posts and their associated theater-  
133 enabling commands and functional brigades, provide command and control over Army and/or  
134 joint forces for smaller-scale contingency operations.
- 135 • Corps and Division headquarters task organized with subordinate brigade combat teams,  
136 supporting brigades, and other units provide command and control over Army and/or joint forces  
137 for major, sustained operations.
- 138 • Expeditionary Sustainment Commands (ESC) or other sustainment management headquarters  
139 provide direct OPCON over Army sustainment units (less medical) providing sustainment  
140 support to Army and joint forces in JOAs opened within the AOR.
- 141 • Medical Brigades (MEDBDE) provide direct OPCON over the Army medical units task  
142 organized under them (normally assigned or attached). MEDBDEs normally have a command  
143 relationship with the theater Medical Command (Deployment Support) [MEDCOM (DS)], and a  
144 support relationship with the operational force headquarters (division or corps as ARFOR) in the  
145 JOA. Under certain conditions, a MEDBDE may be attached or placed OPCON to an Army  
146 division or corps HQs (as ARFOR), but this limits the senior medical commander's ability to  
147 rapidly task organize and reallocate resources across the AOR (See FM 4-02.12).

## 148 **REDEFINING ARFOR RESPONSIBILITIES**

149 1-7. FM 1-02 defines ARFOR as the senior Army headquarters and all Army forces assigned or attached  
150 to a combatant command, subordinate joint force command, joint functional command, or multinational  
151 command. FM 3-0 defines ARFOR as the Army component of joint forces.

152 1-8. An ARFOR is the Army component headquarters for a joint task force or a joint and multinational  
153 force. It consists of the senior Army headquarters and its commander (when not designated as the joint  
154 force commander) and all Army forces that the combatant commander subordinates to the joint task force  
155 or places under the control of a multinational force commander. The ARFOR within a JOA exercises  
156 direct OPCON over all Army maneuver and support forces (MP, Engineer, CBRNE, Aviation, Civil  
157 Affairs, etc.), except for Army forces providing sustainment support (including Medical). The ARFOR in a  
158 JOA identifies requirements and establishes priorities of support for Army forces within the JOA, and  
159 coordinates with the theater army for the provision of sustainment support. The Army service component  
160 command may itself function as an ARFOR headquarters unless the combatant commander exercises

161 command and control through subordinate joint force commanders. In this case, each subordinate joint  
162 force commander would potentially have a subordinate ARFOR, while the ASCC would exercise ADCON  
163 of all Army forces across the AOR, and provide ASOS, CUL, AEA and sustainment support to Army,  
164 joint, and multinational forces and interagency elements within all JOAs opened within the AOR.

165 1-9. The Sustainment Concept of Support for the modular force removed sustainment units (including  
166 medical) from the organic structure of Army divisions and corps by replacing organic Division and Corps  
167 Support Commands with non-organic sustainment and medical brigades. Sustainment and medical  
168 brigades normally have a support relationship rather than a command relationship with the operational  
169 ARFOR and its subordinate Army divisions and corps in a JOA. Sustainment brigades support the force  
170 in a general support (GS) or a direct support (DS) role. In most cases, all Army units providing  
171 sustainment support within a JOA (except for medical units and organic brigade support  
172 battalions/companies) will be assigned, attached, or placed OPCON to an Expeditionary Sustainment  
173 Command (ESC). The ESC will normally have a command relationship with the Theater Sustainment  
174 Command assigned to the theater army. See FM 4-94, and FM 4-0 for a more detailed explanation for  
175 sustainment support and command and support relationships between Army maneuver forces (ARFOR)  
176 and supporting Army sustainment units .

177 1-10. Army sustainment units (less medical) supporting the force (Army, joint and multinational forces)  
178 will normally be task organized under the operational control (OPCON) of an Expeditionary Sustainment  
179 Command (ESC) within the JOA (See Figure 1-1 Theater Army Command and Support Relationships  
180 [Sustainment]). Multifunctional medical battalions will normally support divisions and corps in a DS role,  
181 maintaining a command relationship to the medical brigade and theater level MEDCOM (See Figure 1-2  
182 Theater Army Command and Support Relationships (Medical)). This relieves Division or Corps  
183 headquarters (as operational ARFOR within the JOA) of the tasks associated with the actual provision of  
184 administration and sustainment support for Army forces; and ASOS, CUL support, and the execution of  
185 Army Executive Agent (AEA) responsibilities in support of Army, joint, and multinational forces. In  
186 effect, the modular force sustainment concept splits the traditional ARFOR responsibilities between the  
187 senior Army headquarters in the JOA or assigned to the JFC (Division or Corps) and Theater Army. The  
188 senior Army headquarters in the JOA has command authority over all Army maneuver and support forces,  
189 except for those units task organized under the supporting Expeditionary Sustainment Command (ESC) and  
190 medical brigade.. Theater Army is responsible for providing sustainment support for all Army forces  
191 stationed in, transiting, or operating within the AOR. Theater Army is also responsible for providing most  
192 ASOS, CUL, and AEA support to joint and multinational forces, and interagency elements within the AOR.  
193 Theater Army executes these sustainment responsibilities through its assigned Theater Sustainment  
194 Command (TSC) and ESC and/or Sustainment Brigades tailored and provided from the Army force pool.  
195 Theater army executes its responsibilities to provide health services to support the force through its  
196 assigned MEDCOM (DS) and forward deployed medical brigades.

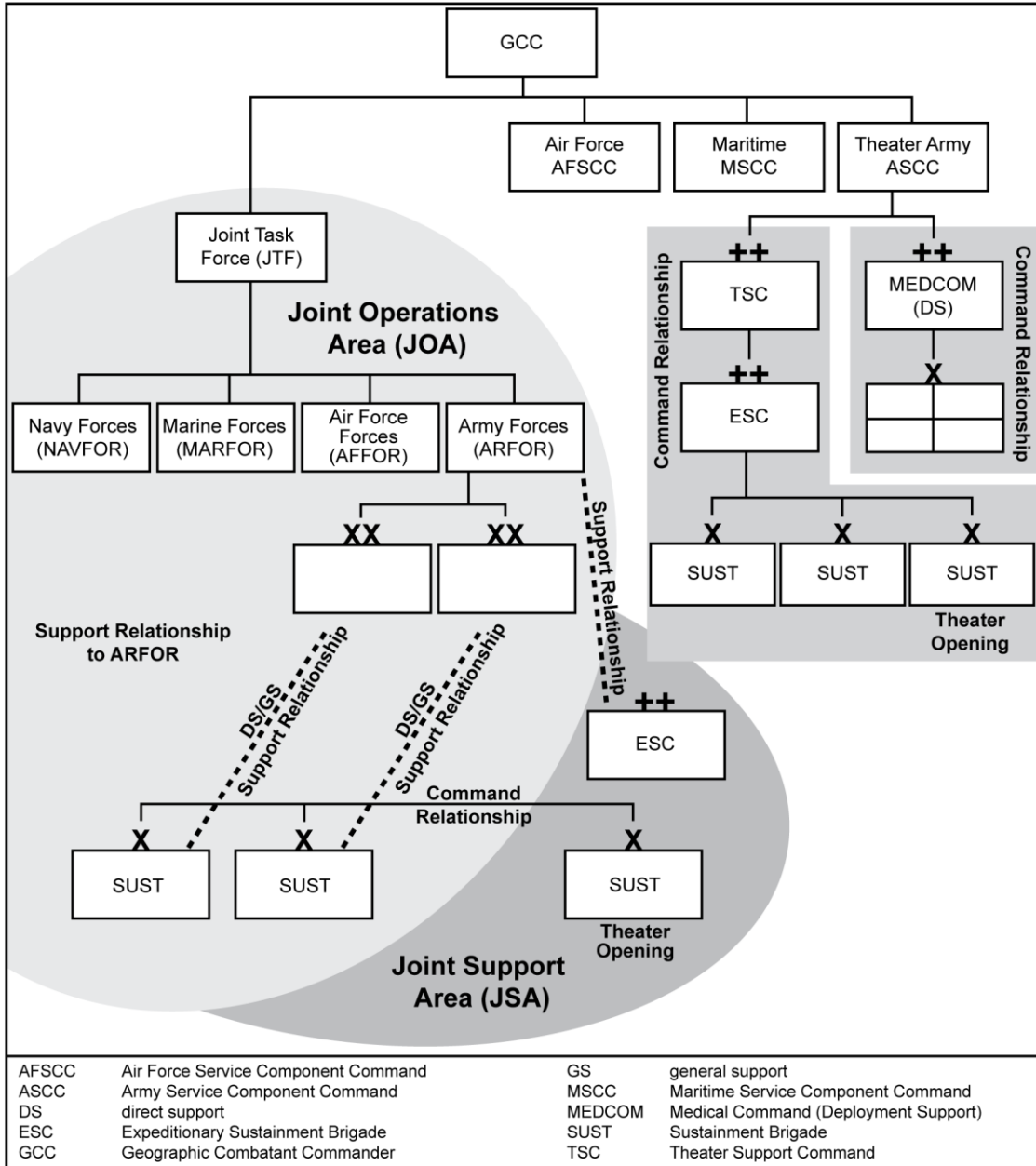
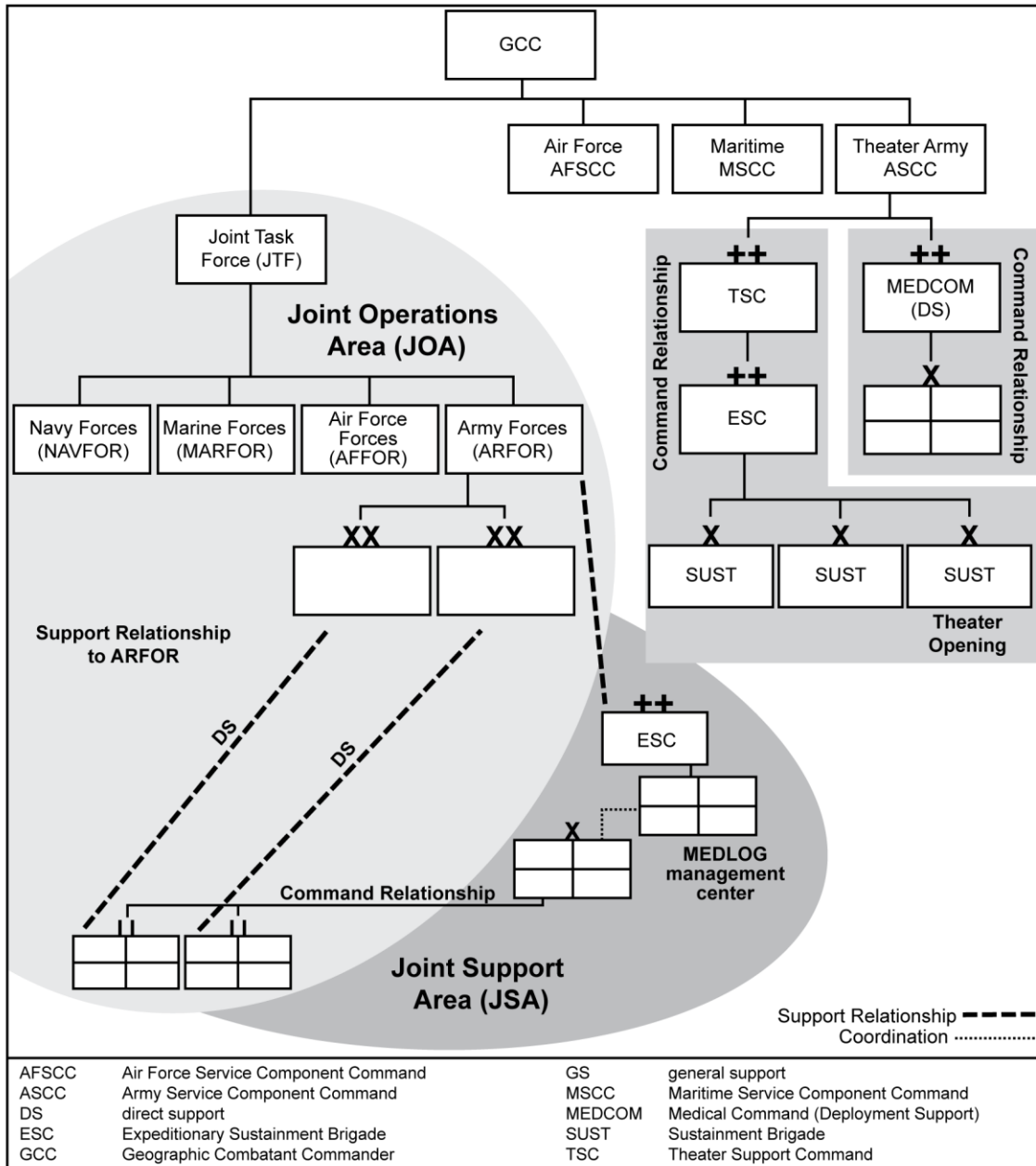


Figure 1-1. Theater Army Command and Support Relationships (Sustainment)

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**Figure 1-2. Theater Army Command and Support Relationships (Medical)**

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200 1-11. Army support to other services (ASOS) and Army Executive Agent responsibilities include some  
 201 tasks and functions, which are not sustainment related. The operational ARFOR in a JOA can assume  
 202 responsibility for some of these tasks and functions, by exception and at the direction of the GCC. In such  
 203 cases, the ARFOR or one of its subordinate commands assumes operational control (OPCON) of the units  
 204 responsible for executing the selected task or function. Examples of ASOS and AEA responsibilities,  
 205 which might be assigned to the operational ARFOR within the JOA, include detainee operations, and  
 206 veterinary support to military working dog programs.

207 1-12. The GCC can assign responsibility for the execution of Army specific ADCON/Title 10 functions to  
 208 the operational ARFOR within a JOA but this is usually by exception. Examples of ADCON/Title 10

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209 responsibilities, which the GCC might assign to the operational ARFOR within the JOA, include theater  
210 specific training or the approval and processing of military awards.

211 1-13. The doctrine proponents plan to revise the definition and discussion of ARFOR responsibilities (as  
212 set forth above) in subsequent revisions of FM 3-0, FM 3-92, FM 4-0, FM 1-01, FM 1-02 and other  
213 relevant publications.

## 214 **THEATER ARMY AS ARMY SERVICE COMPONENT TO A GCC**

215 1-14. Each combatant command has an Army Service Component Command (ASCC) assigned to it.  
216 Theater army headquarters serve as the ASCC for each Geographic Combatant Commands (GCC). The  
217 theater army headquarters includes the commander, staff, and all Army forces (organizations, units,  
218 personnel, and installations) assigned to the combatant command. The organization of the headquarters is  
219 based on a table of organization and equipment (TOE), tailored to the specific requirements of each AOR  
220 through a modified table of organization and equipment (MTOE), and may be further augmented by a table  
221 of distribution and allowance to account for temporary or variable operational requirements within each  
222 AOR.

223 1-15. A theater army assigned to a GCC provides a regionally oriented, long-term Army presence for,  
224 peacetime military engagement, security cooperation, deterrence and limited intervention operations, and  
225 provides support to Army and joint forces operating in Joint Operations Areas (JOA) opened within the  
226 GCC's AOR. Army operational-level organizations assigned to the theater army provide theater-level  
227 capabilities necessary to perform operational-level tasks as well as to assist and augment subordinate  
228 tactical organizations.

229 1-16. The theater army is not designed to operate as the JTF, JFLCC, or ARFOR for major operations  
230 within a single JOA. The Army corps headquarters is designed to command and control land forces in  
231 major operations in a single JOA and/or rapidly transition to a JTF headquarters for major operations. The  
232 Army corps is the Army's headquarters of choice for these roles and missions. However, when land  
233 operations are conducted concurrently in multiple JOAs within a single AOR, the GCC may designate the  
234 theater army as a theater level JFLCC with specific command & control, force protection, and sustainment  
235 responsibilities. The primary responsibilities of a theater level JFLCC may be to provide coordination  
236 with other theater-level functional components; to provide general support for multiple JOAs within the  
237 AOR; to conduct theater-level contingency planning, or to conduct JRSOI for the entire land force.

238 1-17. In addition to sustainment support AOR wide, the theater army also coordinates force protection  
239 for all forces, installations, and operating bases across the AOR. In high-threat environments, the JFC  
240 may designate a Joint Security Coordinator (JSC) to provide a dedicated focus on Joint Security  
241 Operations within the Joint Security Area(s). Under these circumstances, the JFC normally designates a  
242 component commander with the appropriate capabilities and force structure to perform this function.  
243 Often, the theater army may be designated as the joint security coordinator and be responsible for the joint  
244 security area. (See JP 3-10 for more information.) When so tasked, the theater army typically resources the  
245 force protection requirements to support not only Army forces in theater, but also joint and multinational  
246 forces and any designated theater army support area/JSA. The theater army protection cell (with  
247 augmented joint, interagency, and multinational forces) provides the nucleus of the joint security  
248 coordination center. The theater army may designate a Maneuver Enhancement Brigade (MEB) to serve as  
249 its operational protection headquarters, receiving mission orders to supervise selected forces (including  
250 tactical combat forces [TCFs]). The theater army, when required, also provides an Army Air and Missile  
251 Defense Command (AAMDC) or Brigade for command and control of ground based air and missile  
252 defense forces in support of Army, joint, and multinational forces. While these Army units may be placed  
253 under the OPCON of the Area Air Defense Coordinator (AADC), they remain under the Service ADCON  
254 of the theater Army.

255 1-18. The theater army design provides a robust Main Command Post (MCP) to perform its ASCC Title  
256 10 functions but its contingency command post (CCP) provides only a limited capability to directly  
257 command and control operations, a capability which is insufficient to enable the theater army to perform  
258 as a JTF or JFLC for major operations. The Army Corps headquarters is the organization best suited for  
259 commanding and controlling land forces or transitioning to JTF or JFLC headquarters, for major

260 operations. The theater army design allows it to perform the functions of the Army Service Component  
261 Command (ASCC) to the GCC, and execute its Title 10, ADCON, Common User Logistics (CUL), and  
262 Army Executive Agent responsibilities. These responsibilities extend to the support of any JOAs opened  
263 within the AOR, including theater opening, and Army Support to Other Services/agencies (ASOS).

264 1-19. The theater army, with its deployable CCP, has a limited capability to provide direct command  
265 and control over operations – limited in terms of scale, scope, intensity and duration. Chapter X explains  
266 in further detail the organization, capabilities, limitations, and dependencies of the CCP.

267 1-20. Although the theater structure for each GCC is unique, the functional requirements of a theater  
268 organization remain somewhat constant. The CSA, working with the each supported GCCs, configures  
269 theater armies to meet the specific requirements of their respective AORs. The theater army commander  
270 provides the GCC with operationally relevant Army capabilities. The level of capability and support  
271 required varies from one AOR to another. The theater army commander identifies the specific Army  
272 capabilities required to support the combatant commander, and works with HQDA, FORSCOM, AMC,  
273 TRADOC, and other ASCCs in tailoring assigned Army units to provide specific capabilities to the  
274 combatant command and deploys those capabilities into the area of responsibility as required. As the  
275 situation changes, the Secretary of Defense modifies those resourcing decisions as necessary based on the  
276 combatant commander's request for forces or previously approved plans.

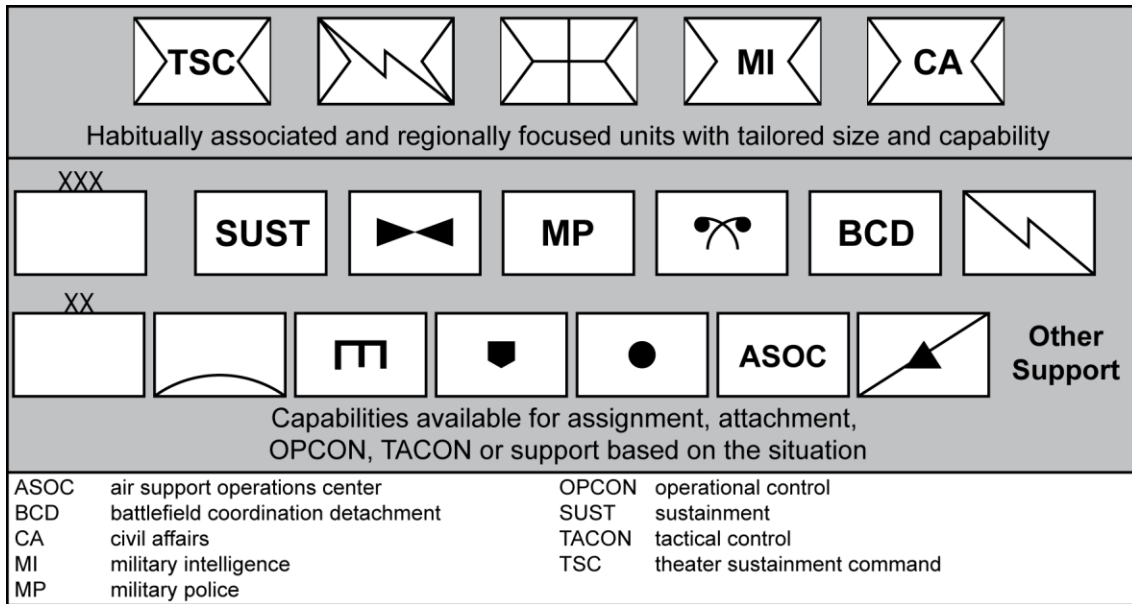
## 277 **THEATER ARMY ENABLING COMMANDS/BDES (TEC)**

278 1-21. All theater armies will be assigned (or provided access to) a mix of forces to support the theater  
279 with the following types of enabling capabilities (See Figure 1-1 Theater Army Enabling Commands):

- 280 ● Sustainment
- 281 ● Signal
- 282 ● Medical
- 283 ● Military Intelligence
- 284 ● Civil Affairs

285 1-22. In addition, some theater armies may be assigned one or more of the following types of functional  
286 units, based upon specific requirements of the AOR:

- 287 ● Engineer
- 288 ● Military Police
- 289 ● CBRNE
- 290 ● Air and Missile Defense
- 291 ● Information Operations
- 292 ● Aviation



293 **Figure 1-3. Theater Army Enabling Commands**

294 **TEC FUNCTIONAL SUPPORT AND COMMAND & SUPPORT RELATIONSHIPS**

295 1-23. Theater armies are assigned or provided access to five enabling capabilities (Sustainment, Signal,  
 296 Medical, Military Intelligence and Civil Affairs), and an assortment of functional and multifunctional units,  
 297 based on AOR specific requirements. The command and/or support relationships between theater army and  
 298 these enabling commands are explained below.

299 **Theater Sustainment Command (TSC)**

300 1-24. Per FM 4-94, the TSC headquarters is normally assigned to the theater army and is considered  
 301 theater committed. A supporting to supported relationship is established between the TSC (and, by  
 302 extension, the ESC) and the operational ARFOR in the JOA. Sustainment brigades are tailored to the  
 303 mission, task organized under the ESC (normally attached), and placed in either general support (GS) of the  
 304 force on an area basis or in direct support (DS) of a specific command or group of forces.

305 1-25. Expeditionary Sustainment Commands (ESCs) are rotational units from the pool of Army forces, and  
 306 are assigned, attached or placed OPCON to the TSC to provide command and control of Army sustainment  
 307 units (less medical) supporting Army and joint forces within the AOR. Sustainment brigades, tailored with  
 308 the appropriate mix of sustainment providing units, are normally attached to the ESC for operations.  
 309 Doctrinally, the ESC functions as an extension of the TSC rather than a separate echelon of command. The  
 310 ESC deploys to into an AO/JOA and provides forward-based command and control of TSC units providing  
 311 sustainment (less medical) support to the force. The ESC normally deploys its command post to a location  
 312 near the air and sea ports of debarkation (APODs/SPODs) from which it can effectively command and  
 313 control sustainment support operations. This location may be a secured site within the JOA or a sanctuary  
 314 location within the greater Joint Support Area (JSA). The ESC is responsible for theater opening, including  
 315 the execution of port and terminal operations and Reception, Staging, Onward movement, and Integration  
 316 (RSOI), and normally has a subordinate sustainment brigade specially tailored for these tasks.

317 1-26. The ESC receives liaison elements from the theater Medical Command (MEDCOM) and establishes  
 318 a medical logistics management center (MLMC) to coordinate Class XVIII (medical logistics) support to  
 319 medical units supporting the force. See Figure 1-1. Theater Army Command and Support Relationships  
 320 (Sustainment).



**321 Signal Command (Theater) [SC (T)] or Theater Signal Bde**

322 1-27. Per FMI 6-02.45, the SC (T) provides communication and information systems support to an ASCC  
323 (theater army) headquarters, ASCC subordinate units, and as required, to joint and multinational  
324 organizations throughout the GCC's AOR. The signal command and its subordinate units install, operate,  
325 and the defend the Army portion of the joint interdependent theater network, and leverage the extension  
326 and reachback capabilities of the Global Information Grid (GIG) to provide joint communication and  
327 information systems services to the ASCC commander and the supported GCC. The signal command  
328 exercises command and control over a wide variety of other signal organizations in a theater, including  
329 multiple tactical signal brigades (TTSBs), theater strategic signal brigades (TSSBs), theater NETOPS and  
330 security centers, the combat camera (COMCAM) company, and a tactical installation signal company.

331 1-28. The SC (T) is the highest-level deployable organization in charge of theater LandWarNet (LWN). It  
332 is a major subordinate command of NETCOM (assigned) and operates under the OPCON of the supported  
333 ASCC/theater army. The SC (T) is the signal force provider for the theater, and may have one or more  
334 subordinate theater tactical signal brigades (TTSBs) with multiple expeditionary signal battalions (ESBs)  
335 task organized under them.

336 1-29. The Expeditionary Signal Battalion (ESB) may be employed to support Army corps, divisions,  
337 brigade combat teams (BCT), or Service component, or multinational headquarters, as required. Although  
338 the ESB is typically assigned to a TTSB, it may be assigned or attached to other higher-level organizations.  
339 ESBs provide JNN, CPN and other communications and information systems capabilities to headquarters,  
340 which do not have organic JNN or CPN capabilities.

**341 Medical Command (MEDCOM [DS])**

342 1-30. Per FM 4-02.12, the theater level MEDCOM is assigned to the theater army and serves as the  
343 medical force provider within the theater. The MEDCOM (DS) and its subordinate medical brigades are  
344 linked to the TSC/ESC through the medical logistics management center (MLMC) which is established at  
345 the ESC/TSC to plan and coordinate medical logistics in support of operations.

346 1-31. The MEDCOM (DS) is organized with an operational command post (OCP) and a Main Command  
347 Post (MCP) which can deploy forward autonomously. The multifunctional medical battalions (MMBs)  
348 which provide Army health services (AHS) to the force are task organized under the command and control  
349 of a medical brigade (MEDBDE) subordinate to the MEDCOM (DS). The MMBs are normally placed in  
350 direct support of Army divisions or in general support on an area basis. Thus, all Army health service units  
351 maintain a command relationship with a medical chain of command from the MMB through the MEDBDE  
352 to the theater level MEDCOM (DS). See Figure 1-2 Theater Army Command and Support Relationships  
353 (Medical).

**354 Military Intelligence Bde**

355 1-32. The theater MIB is assigned to INSCOM, a HQDA direct reporting unit, and attached or placed  
356 OPCON to theater army. Although the MIB headquarters is considered theater committed and not  
357 deployable outside its AOR, its subordinate MI battalions may be included in the Army pool of rotational  
358 forces and may be deployed for operations outside its AOR. When the MIB's subordinate battalions are  
359 deployed to support the operational ARFOR in a JOA, they are normally attached to an MIB, Battlefield  
360 Surveillance Brigade (BfSB) or other brigade-level organization under the ARFOR in order to link into the  
361 ARFOR's supporting sustainment structure.

362 1-33. The theater MIB provides regionally focused collection and analysis in support of theater army daily  
363 operations requirements and contingency operations. In particular, the theater army headquarters relies  
364 heavily on the MIB for land order of battle, intelligence estimates, and fused intelligence products to  
365 support theater army planning requirements, including maintenance of OPLANS/CONPLANS, and  
366 development of Army supporting plans to the GCC's theater campaign plan. The theater army Intelligence  
367 cell was deliberately designed with a dependency on the MIB for this collection and analytic support.

368 1-34. Theater army and its subordinate theater level MIB may provide intelligence support to Army and  
369 joint forces in the JOA either by deploying MIB collection or analysis assets forward and attaching or

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370 placing those assets OPCON or DS to the operational ARFOR or by providing intelligence support on a GS  
371 or DS basis via reachback. In either case, the supported operational ARFOR HQs tasks the MIB assets by  
372 identifying Commander's Critical Information Requirements (CCIR) and Priority Intelligence  
373 Requirements (PIR) and assigning the associated collection requirements to the supporting MIB or its  
374 operational elements.

375 1-35. The theater MIB's regional focus enhances its capabilities to develop and exploit AOR-specific  
376 language skills and cultural insights and provides the benefits of continuity and cultural context to its  
377 analytic intelligence products. The theater MIB's unique ability to collect, analyze and track the land order  
378 of battle and doctrine of both partner nations and adversaries over many years allows it to create and  
379 maintain a valuable data base of intelligence regarding regional military forces, key military and political  
380 leaders, and the evolving doctrine and capabilities of regional military forces.

### 381 **Civil Affairs**

382 1-36. Per FM 3-05.40, the Theater Special Operations Command (TSOC) is the joint special operations  
383 command through which the GCC normally exercises OPCON of special operations forces within the AOR  
384 The Civil Military Operations (CMO) staff cell of the TSOC provides deliberate and contingency  
385 planning, maintenance of existing plans, assessments, and support to the GCC's Theater Security  
386 Cooperation Plan (TSCP).

387 1-37. The Civil Affairs Command (CACOM) provides theater level staff plugs to the GCC and its  
388 subordinate subunified and Service component commands, as required to support military operations. Civil  
389 Affairs Planning Teams (CAPTs) from the theater aligned CACOM, CA Bde or CA battalion augment the  
390 GCC, ASCC, and Joint Force Land Component staffs, providing liaison and coordination, education and  
391 training, and area assessment functions. CA augmentation elements are normally attached to the  
392 headquarters they are dispatched to support.

### 393 **Aviation Bde**

394 1-38. The theater aviation brigade (if assigned) is the force provider for Army aviation capabilities to  
395 support the combatant commander's daily operations requirements (CCDOR) across the AOR and may  
396 provide Army aviation units to the ARFOR operating in a JOA within the AOR. The theater aviation  
397 brigade/battalion (when available) may either have a command or support relationship with the theater  
398 army.

### 399 **Army Air & Missile Defense Command (AAMDC)**

400 1-39. There are only three AAMDCs in the Army structure, two AC and one USAR. The AAMDCs (when  
401 available) are assigned to the theater army for CCDOR, and placed OPCON to the JFLC/ARFOR and in  
402 direct support (DS) of the JFACC for military operations. Other Army ADA units in the AOR are normally  
403 assigned, attached or OPCON to the AAMDC.

404 1-40. The Joint Force Commander (JFC) establishes air and missile defense (AMD) priorities, allocates  
405 forces, and apportions air power. The JFC typically assigns overall responsibility for counterair, and  
406 airspace control to the Joint Forces Air Component Commander (JFACC), and responsibility for defensive  
407 counterair (DCA) operations to the Area Air Defense Commander (AADC). The AADC is responsible for  
408 coordinating with joint and multinational partners to develop procedures for a combined theater air and  
409 missile defense (TAMD) plan and is typically the component with the preponderance of ADA capabilities  
410 in theater. The Army Air and Missile Defense Command (AAMDC) supports the AADC for AMD  
411 operations and is normally under the operational control of the joint force land component command  
412 (JFLCC) and in direct support to the joint force air component command (JFACC).

413 1-41. The Army Air and Missile Defense Command (AAMDC) commander serves in several roles. He  
414 commands the AAMDC and its subordinate units, functions as the theater army air and missile defense  
415 coordinator (TAAMDCOORD) for the ARFOR or JFLCC and acts as the deputy AADC if designated. The  
416 AAMDC typically locates with the ARFOR or JFLCC headquarters or the joint/combined air operations  
417 center (JAOC/CAOC) to facilitate AMD planning and integration.

418 1-42. The AAMDC has overall responsibility for planning Army AMD operations in support of the JFC.  
 419 The AAMDC task organizes and assigns missions to the subordinate ADA brigade(s) once planning is  
 420 complete. The AAMDC has dedicated liaison teams that can deploy to major theater and ARFOR elements  
 421 (JFACC, JFLCC, JSOTF, BCD...) to facilitate and integrate ARFOR AMD planning and operations. In  
 422 some cases, the AAMDC conducts split based operations which precludes them from being in theater. If  
 423 the AAMDC is not located in theater the responsibility for planning falls to the highest echelon ADA  
 424 organization in the theater as well as providing liaisons to the JFLCC, BCD, and AADC etc. FMs 3-01, 3-  
 425 01.7, and FM 3-01.94 provide a more in depth explanation of the command and support relationships for  
 426 theater AMD.

#### 427 **Other Army Functional or Multifunctional Units**

428 1-43. Other Army functional or multifunctional units may be made available to the theater army based on  
 429 specific requirements of the AOR such as forward stationing, base operations, enduring security force  
 430 assistance or theater security cooperation activities, or ongoing military operations. These Army functional  
 431 or multifunctional units may have either a command or a support relationship with theater army. In some  
 432 cases, certain functional or multifunctional units may support more than one theater army or AOR.

#### 433 **Field Army**

434 1-44. The field army is designed to perform the operational ARFOR tasks, and is the Army component  
 435 to the JFC to which it is assigned. A field army, specifically tailored to the mission requirements, may be  
 436 assigned to a JFC with an enduring operational requirement. Typically, a subunified command is  
 437 established instead of a JTF when the military operation is anticipated to be enduring or protracted. In  
 438 such case, a field army would be appropriate as the Army component or ARFOR to the subunified  
 439 command

440 1-45. The theater army exercises ADCON over the field army and its subordinate Army forces, and  
 441 provides the field army and its JFC all Army service functions including Title 10, CUL, ASOS and AEA  
 442 responsibilities, and sustainment and medical support for Army and joint forces operating in the JOA or  
 443 theater of operations in which the field army is assigned. At the direction of the GCC, theater army may  
 444 delegate execution authority to the field army for specified Army service functions.

445 1-46. The situation on the Korean Peninsula is an example of an enduring military operation in which a  
 446 subunified command (U.S. Forces – Korea or USFK) was established as the JFC instead of a JTF. Until  
 447 the situation in the Republic of Korea is further resolved, the US Army will retain a unique structure on  
 448 the Korean Peninsula. Eighth U.S. Army (EUSA) will serve as the forward deployed Field Army HQs  
 449 and ARFOR to USFK or its successor joint/combined forces HQs. Renamed Eighth Field Army, it will be  
 450 configured and staffed to provide an operational command and control capability for Army forces engaged  
 451 in enduring operations. Eighth Field Army will be under the ADCON of U.S. Army Pacific (USARPAC)  
 452 for most Army service functions.

### 453 **THEATER ARMY COMMANDER**

454 1-47. The theater army commander is the senior Army officer—not assigned to the combatant command  
 455 or other joint headquarters within the AOR. Per JP 1/JP 3-0 and FM 3-0, a theater army commander  
 456 supporting a geographic combatant command must—

- 457 ● As a supporting component, provide Army support to a supported Service or functional
- 458 component of the combatant command.
- 459 ● As a supported component, receive and integrate support from other components of the
- 460 combatant command.
- 461 ● Recommend the appropriate use of Army forces to the combatant commander or other JFC.
- 462 ● Accomplish assigned operational missions as an ARFOR.
- 463 ● Perform joint training, to include training required by other Service components for which the
- 464 theater army commander has primary responsibility.

- 
- 465 ● Inform the combatant commander of planning for changes in Army sustainment support that
  - 466 would significantly affect operational capability or sustainability.
  - 467 ● Provide support to the joint operation and exercise plans with necessary force data to support
  - 468 missions that the combatant commander assigns.
  - 469 ● Develop Army program and budget requests that comply with the combatant commander's
  - 470 guidance on war fighting requirements and priorities.
  - 471 ● Inform the combatant commander of program and budget decisions that affects joint operational
  - 472 planning.
  - 473 ● Perform Army-specific functions such as internal administration and discipline, Service training,
  - 474 normal sustainment functions, Army intelligence matters, and specific oversight of intelligence
  - 475 activities to ensure compliance with U.S. laws, policies, and directives.
  - 476 ● Inform the combatant commander of joint nonstrategic nuclear support required by the Army.
  - 477 ● Ensure signal and information management interoperability with the higher joint headquarters.
  - 478 ● Provide sustainment support to Army forces assigned to JTFs operating in the combatant
  - 479 command's AOR.

## 480 **THEATER ARMY HEADQUARTERS ORGANIZATION**

481 1-48. The modular theater army headquarters contains the theater army commander, deputy  
 482 commanding general (DCG), and the commander's personal and coordinating staff principals, under the  
 483 supervision of the chief of staff. Theater army remains the senior Army headquarters for the AOR and  
 484 provides Title 10 support—to include policy, plans, programs, and budgeting—to its assigned Army  
 485 forces in the combatant command's AOR.

- 486 1-49. Four broad design concepts underlie the organization of the modular theater army headquarters:
- 487 ● Each theater army headquarters is a regionally focused, globally networked organization. It is
  - 488 theater-committed, and is not part of the Army's pool of rotational forces..
  - 489 ● The theater army headquarters is designed to exercise administrative control over all Army
  - 490 forces assigned to the supported combatant command, provide theater opening capabilities to
  - 491 support all JOAs opened within the AOR, provide Army support to joint, interagency, and
  - 492 multinational elements (ASOS), and perform additional Army support functions established in
  - 493 specific OPLANS/CONPLANS and Army Executive Agent (AEA) agreements.
  - 494 ● Theater army headquarters is organized with three organic components with specific functions:
  - 495 ■ A Main Command Post (MCP) which performs all of the ASCC functions (Title 10,
  - 496 ADCON, ASOS, CUL, and support to JOA) supporting the combatant commander's daily
  - 497 operations requirements (CCDOR).
  - 498 ■ The Contingency Command Post (CCP) provides a limited capability to directly command
  - 499 and control forces for small-scale contingency operations within the AOR.
  - 500 ■ A Headquarters and Headquarters Battalion (HHB), which provides administrative and
  - 501 logistics support for the theater army headquarters and all of its organic command post elements.
  - 502 ● Although normally co-located for stationing, the theater army MCP and CCP ordinarily remain
  - 503 configured as separate command posts in order to maintain the rapid deployment capability of
  - 504 the CCP.

505 1-50. The modular theater army headquarters is organized with a Command Group, Personal and Special  
 506 Staffs, a Chief of Staff/SGS, and the following Warfighting Functional cells :

- 507 ● Intelligence
- 508 ● Movement & Maneuver
- 509 ● Fires
- 510 ● Protection
- 511 ● Sustainment
- 512 ● Mission Command \*\*

513

\*\*Emerging doctrine from FM 3-0 revision

514 1-51. As an administrative headquarters, the theater army's normal battle rhythm and work schedule  
515 conform to the prevailing business work hours of the local community, and are coordinated with the  
516 Geographic Combatant Commander (GCC) headquarters. Most of the theater army staff works a standard  
517 eight-hour day during steady state operations. The Current Operations Cell is an exception to that norm.  
518 It monitors the activities of Army forces within the AOR 24hours per day, seven days a week. The Chief  
519 of Staff, in accordance with the Commander's guidance, may extend or otherwise modify the work  
520 schedule of the headquarters in order to support operational requirements within the AOR, including  
521 theater army support of Joint or Army forces operating in one or more JOAs within the AOR.

522 1-52. In general, all theater army staff elements employ the Military Decision Making Process (MDMP)  
523 as the standard process for planning, and the Operations Process (plan, prepare, execute & assess) for  
524 integrating and synchronizing all the warfighting fighting functions. Theater army staff elements may  
525 participate in campaign design and the Joint Operations Planning Process (JOPP) when collaborating  
526 directly with the combatant command or interacting with other service component commands. Some staff  
527 elements may rely upon other formal, defined processes in addition to the Operations Process. If this is  
528 the case, the additional process is required in the appropriate staff element narrative. Examples of this  
529 include defined processes within/subordinate to the Operations Process such as the D3A (Decide Detect,  
530 Deliver, Assess) process used by the Fires Warfighting Functional Cell in targeting,, and the G-8, which  
531 uses the Planning, Programming Budgeting and Execution (PPBE) process in resource management.

532 1-53. DEPENDENCIES: The theater army headquarters depends on theater enabling units for staff  
533 functions or supporting capabilities. While these enablers may vary considerably by size and type  
534 between GCCs, the basic dependencies are explained below. Theater army headquarters is dependent on:

- 535 ● The theater signal command or brigade for connectivity to all LandWarNet services, including  
536 the establishment and operation of the theater network architecture to support theater army  
537 headquarters and all Army and joint forces operating within the AOR. The theater army  
538 headquarters has no organic signal capability and is dependent on the theater signal command or  
539 brigade for all network and signal capabilities, including Joint Network Node (JNN) or  
540 Command Post Node (CPN) elements to support the Contingency Command Post (CCP) when it  
541 deploys to command and control operations.
- 542 ● The garrison command of the installation on which it is located for installation access control  
543 and local security of the permanent headquarters (garrison or installation security).
- 544 ● Theater military intelligence brigade (MIB) for analytical support (military intelligence brigade  
545 or battalion) to provide regionally focused collection and analysis to support theater army  
546 planning (OPLAN/CONPLAN development) and operational intelligence to support the direct  
547 C2 of limited smaller scale contingency operations. In addition, the theater intelligence unit  
548 provides regionally focused intelligence collection and analysis in support of JTFs and  
549 JFLC/ARFOR headquarters and other Army forces operating in JOAs within the AOR.
- 550 ● U.S. Army Materiel Command (USAMC) for support through the aligned Army Field Support  
551 Brigade (AFSB), Contracting Support Brigade (CSB), and Logistic Civil Augmentation Program  
552 (LOGCAP). These organizations and programs provide national sustainment, operational and  
553 theater contracting, and added sustainment support respectively. Additionally, elements of the  
554 U.S. Corps of Engineers support the theater army in some operations.
- 555 ● Defense Logistics Agency (DLA) personnel for logistical reach to the national supply system.
- 556 ● A civil affairs planning team from a Civil Affairs Brigade or Command to provide staff  
557 augmentation of the Theater Army G-9 for operations.
- 558 ● A force protection team to assist the theater army antiterrorism/force protection section in force  
559 protection, physical security, antiterrorism, and response force operations.
- 560 ● An engineer terrain team for all geospatial information and services.
- 561 ● A modular chemical, biological, radiological, and nuclear (CBRN) team to establish a full-time  
562 CBRN planning expertise and assessment capability within the headquarters.

- 
- 563 ● Public affairs detachments or teams to augment the organic staff, and establish a media support,  
564 or broadcast center, if required.
  - 565 ● Air Traffic Services Command augmentation for air traffic service during operational surges.
  - 566 ● An Army band to enhance unit cohesion and Soldier morale and provide musical support for  
567 civil-military, multinational, and community relations operations.
  - 568 ● A military police protective services detachment to provide close-in protective service details for  
569 the theater army commander, deputy commanders, and other designated high-risk personnel, as  
570 required.
  - 571 ● The Human Resources Sustainment Center (HRSC) and Financial Management Center of the  
572 theater sustainment command for the execution of specified personnel and financial management  
573 activities.
  - 574 ● Digital Liaison Detachments to provide liaison with multinational headquarters or partners  
575 during operations and exercises.

## 576 **OPTIONS FOR FORMING A JOINT TASK FORCE STAFF**

577 1-54. Chapter II of Joint Publication 3-33 Joint Task Force Headquarters describes a JTF and discusses the  
578 options for forming a JTF in detail. It explains the organization and command relationships. The JTF's  
579 assigned mission and the operational environment dictate its organization and relationship with other  
580 organizations. The composition of existing and potential adversaries, the nature of the crisis (e.g., floods,  
581 earthquakes...), and the time available to achieve the end state are factors when forming a JTF.

582 1-55. JP 3-33 points out that there are three options that may be used to form a JTF HQ:

- 583 ● The preferred option is to form a JTF HQ around a combatant command's Service component  
584 HQ or the Service component's existing subordinate HQ (such as a numbered fleet, numbered  
585 Air Force, Marine Expeditionary Force, or Army Corps) that includes an established command  
586 structure.
- 587 ● In some cases, the Geographic Combatant Commander (GCC) may designate the standing joint  
588 force headquarters (Core Element) (SJFHQ [CE]) as the core HQ element and augment it with  
589 additional Service functional experts.
- 590 ● The combatant command assessment team or similar organization forms the core element for the  
591 JTF is the third option. This option is used typically where no military presence currently exist.

592 1-56. The Contingency Command Post (CCP) of Theater Army (TA) offers the GCC a fourth option for  
593 forming and deploying a JTF. The GCC could use the TA CCP as the core element of a JTF and augment  
594 it with additional personnel, either Army or Sister Service, to conduct the mission. Because of its  
595 established habitual internal staff working relationship, the CCP would be a viable option to support short  
596 notice/limited duration operations.

## 597 **TRAINING IMPLICATIONS**

598 1-57. The CCP deploys as a rapid redeployment assessment capability, in most cases but can also  
599 become the core element of a JTF for small-scale contingency operations, or combined with other  
600 components as a staff plug for an ad hoc JTF headquarters. Each option for forming the JTF requires  
601 specific military skill sets and training levels to ensure the required capabilities are organic to the JTF.  
602 One important requisite skill set is the staff's proficiency on joint C2 systems, networks, and software  
603 applications. The theater army is equipped with Army Battle Command Systems (ABCS) and is able to  
604 train on them. However, the theater army must coordinate with the GCC to gain access to joint C2  
605 capabilities for CCP training.

606 1-58. United States Joint Forces Command (USJFCOM) has fielded (or will shortly field) a Deployable  
607 Joint C2 (DJC2) suite of equipment for each GCC (some GCCs may have multiple equipment sets). DJC2  
608 provides the combatant and component commands a rapidly deployable, scalable, modular command post  
609 suite, according to the DJC2 Program Executive Office (PEO). Reconfiguration of the DJC2 system  
610 allows for rapid response and en route communications capabilities if required. This suite of equipment

611 provides a standardized command post with full joint C2 capabilities, including the servers, workstations,  
612 and satellite uplinks to support JWICS, CENTRIX, NGO, SIPRNET and NIPRNET networks, GCCS-J  
613 and C2PC applications, and a host of collaborative information environment (CIE) and communications  
614 capabilities. Go to <https://www.djc2.org> for additional information covering the DJC2 program. Thus,  
615 gaining access to joint C2 systems for training, the CCP is largely a question of coordination and  
616 scheduling between theater armies and their respective GCCs.





617

## Chapter 2

618

# Theater Army Contingency Command Post Employment

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2-1. In order to better understand how the theater army conducts operations, this chapter will examine several historical examples and hypothetical scenarios to illustrate how JTFs have been formed and used in the past and how the theater army and its CCP might be employed under similar circumstances in the future. These examples will examine theater army operations, both as the ASCC in support of Army and joint forces operating in JOAs within the AOR and as an ARFOR or JTF directly commanding and controlling Army and/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 C2 requirements across the AOR. The GCC determines to use or not use the theater army or its CCP in the C2 scheme for any given operation. The examples that follow merely explore ways for employing the theater army and its CCP.

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### EXAMPLE NUMBER 1: OPERATION DESERT SHIELD



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Figure 2-1. Kuwaiti Theater of Operations (KTO)

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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 command and control the initial phases of a long-term operation. Examples are the rapid deployment of an airborne brigade combat team (BCT) to deter an

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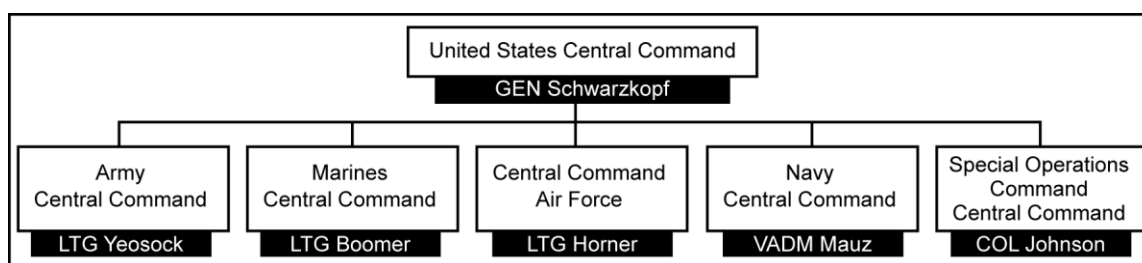
635 adversary, followed by a build-up of forces and relief of the CCP-based headquarters by a more capable  
636 warfighting headquarters (division or corps). Figure 2-1 depicts the Kuwaiti Theater Operation (KTO).

637 2-3. In the early morning hours of August 2, 1990, three armored divisions of Saddam Hussein's elite  
638 Iraqi Republican Guard crossed the Kuwaiti border and sped toward the city of Kuwait. The several  
639 brigades of the Kuwaiti Army, already disorganized by special operations attacks, proved no match for this  
640 assault. Within days, most Kuwaiti forces had surrendered or escaped to Saudi Arabia, the Republican  
641 Guard divisions had closed the Saudi border, and the Iraqi follow-on forces had fanned out to secure the oil  
642 fields and commercial wealth of the small, yet prosperous country.

643 2-4. For the American government and President George H. W. Bush, the first priority was to deter  
644 further Iraqi aggression and provide an effective defense of Saudi Arabia. Disruption of Kuwaiti oil  
645 supplies was damaging enough to the global economy; disruption of Saudi oil supplies could have been  
646 disastrous. The Saudis shared Bush's view, and their national leadership overcame a traditional antipathy  
647 to the presence of foreign troops. On August 6, 1990, Saudi King Fahd bin Abdul Aziz approved American  
648 intervention to assist in the defense of his kingdom. The president approved the deployment of combat  
649 forces to the kingdom. Shortly thereafter, SECDEF issued a directive assigning Central Command the  
650 mission to deter and counter any Iraqi aggression against Saudi Arabia. The challenge for the U.S. Army  
651 and the other services was to turn that line into a substantial barrier through which Iraqi forces could not  
652 penetrate.

653 2-5. Under the direction of U.S. Central Command (USCENTCOM), the force buildup, code-named  
654 Operation DESERT SHIELD, began. With the operational area halfway around the world from the United  
655 States and thousands of Iraqi troops sitting on the Kuwait-Saudi border, speed in the buildup was critical.  
656 The President's intent was to deploy enough forces to deter an Iraqi attack on Saudi Arabia and, eventually,  
657 to enforce UN Security Council Resolutions calling for Iraq's withdrawal from Kuwait. Diplomatic efforts  
658 would allow time to build an effective military multinational to fight a war.

659 2-6. The buildup of Operation DESERT SHIELD took on a solid joint character from the very beginning.  
660 General Schwarzkopf named competent component commanders. The Ninth Air Force under Lieutenant  
661 General Charles Horner became US Central Command Air Forces (USCENTAF). Third Army, under  
662 Lieutenant General John Yeosock, became US Army Forces, Central Command (USARCENT).  
663 Lieutenant General Walter Boomer, the Commanding General of the First Marine Expeditionary Force  
664 (MEF), became commander of the US Marine Component, US Central Command (USMARFORCENT),  
665 and the Seventh Fleet Commander, Vice Admiral Henry Mauz, commanded US Naval Forces, US Central  
666 Command (USNAVCENT). Special Operations Component, US Central Command, retained OPCON of  
667 all SOF. See Figure 2-2. Central Command (CENTCOM) Command and Control (C2) below.



668 **Figure 2-2. Central Command (CENTCOM) Command and Control (C2)**

669 2-7. The deployment of combat forces to the Gulf started on 7 August 1990. The first Army unit to  
670 deploy was the ready brigade of the 82nd Airborne Division. With its light antitank weapons and Sheridan  
671 tanks, the second Brigade established perimeter defenses around Dhahran airfield and the port at Al Jubayl.  
672 The lead elements of the XVIII Airborne Corps assault CP arrived by air on 9 August, although most of its  
673 command post equipment arrived later by sea. By 24 August, the first and third Brigades had completed  
674 their deployment to Saudi Arabia. Additional Army units also arrived in August, including the 7th  
675 Transportation Group, the 11th Signal Brigade, and the 11th Air Defense Artillery Brigade. The  
676 organization of this force package allowed it to meet the daily demands of a changing and growing force.

677 During this phase of the buildup, the Army provided in-theater support for other Services and arranged  
678 contracted and host-nation support, including water, subsistence, fuel, transportation, and sanitary support.

## 679 **EMPLOYMENT OF THEATER ARMY IN DESERT SHIELD AND** 680 **SIMILAR SCENARIOS**

681 2-8. The command structure established by CENTCOM for DESERT SHIELD (and later DESERT  
682 STORM) was unique in several ways. First, GEN Schwarzkopf did not establish a subordinate JTF to  
683 command and control the operation. Instead, GEN Schwarzkopf, as CENTCOM commander, retained  
684 direct control of his Service and functional components. In addition, he personally served as the land  
685 component commander over 3rd Army (including two Army corps) and I MEF which executed major land  
686 operations and did not use a Joint Force Land Component Commander (JFLCC) as advocates of joint  
687 doctrine might have expected. However, Schwarzkopf did exercise command and control over all Army  
688 through a single Army component headquarters, ARCENT/Third Army. ARCENT, under command of  
689 LTG Yeosock, in its role as the ASCC to CENTCOM, provided command and control over all Army  
690 theater-level ADCON and sustainment responsibilities, as well as for the combat, combat support and  
691 combat service support assets in the two Army corps. Yeosock also performed overall land component  
692 planning responsibilities for GEN Schwarzkopf in the absence of a dedicated JFLCC. ARCENT provided  
693 ADCON over all Army forces deploying into the AOR and sustainment support to Army, joint, and  
694 multinational forces engaged in the operation (including ASOS, CUL, and AEA functions). ARCENT  
695 opened the theater, established aerial and seaports of debarkation (APODs/SPODs) and organized base  
696 support areas in Saudi Arabia and in the United Arab Emirates (UAE). This is consistent with the current  
697 Sustainment Concept of Support (developed and implemented several years after Desert Shield) and the  
698 theater army roles and responsibilities for supporting the GCC's requirements across the AOR and in  
699 support of JOAs opened within the AOR, as set forth in this FM. ARCENT executed these Army support  
700 functions even though it did not have a theater sustainment command or other theater enabling commands  
701 (TECs) subsequently provided under the modular Army designs.

702 2-9. The early phases of Desert Shield provide a scenario to examine options for employing the theater  
703 army CCP as a forward command post for immediate response to a crisis. In limited intervention  
704 operations such as deterrence or show of force, the very act of deploying an operational command post to a  
705 forward location is provocative and may strongly influence the behavior of potential adversaries. It is both  
706 a demonstration of political will to confront potential adversaries as well as a practical preparatory measure  
707 to establish forward command and control capabilities for the initiation of military operations should  
708 deterrence fail. Coupled with the rapid deployment of even a token combat force (in this case, the Ready  
709 Brigade of the 82nd ABN Div), the timely deployment of a forward command post is powerful tool for  
710 deterrence. The theater army CCP design facilitates its use for immediate response to unanticipated crises  
711 and is a viable option in this scenario. Even for operations like Desert Shield, where an extended build-up  
712 of forces was expected, the CCP could have been employed effectively as the nucleus of an early entry  
713 forward command post for either CENTCOM or ARCENT. The CCP could have provided C2 for the  
714 immediate response force until reinforced or relieved by a warfighting headquarters capable of  
715 commanding and controlling sustained operations (Army division or corps).

716 2-10. In scenarios similar to Desert Shield, the CCP could be used to form the nucleus of a JTF  
717 headquarters, with several options available to the GCC. The GCC could designate the theater army as the  
718 JTF HQs, with the theater army commander dual-hatted as both the ASCC and JTF commander. Another  
719 option would be for the GCC to task the theater army to provide the CCP and its personnel to form the core  
720 of an ad hoc JTF headquarters under the command of the GCC or other designated senior officer (i.e.  
721 another component commander or the GCC's DCG). The theater army, with its CCP, could also be  
722 designated the JFLC or operational ARFOR (with direct OPCON of forces) under a JTF for smaller scale  
723 contingency operations. The theater army retains its responsibilities for ADCON, ASOS, AEA, CUL and  
724 all Army service functions (Title 10, USC) even if the theater army commander commands the JTF, JFLC  
725 or operational ARFOR. The CCP would provide the current operations command post functions, relying  
726 on the theater army MCP (and TECs) for planning, analysis and coordination support. The MCP would  
727 focus on sustainment support for Army and joint forces, both AOR-wide and within the JOA.

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## EXAMPLE NUMBER 2: OPERATION ASSURED RESPONSE— LIBERIAN NEO

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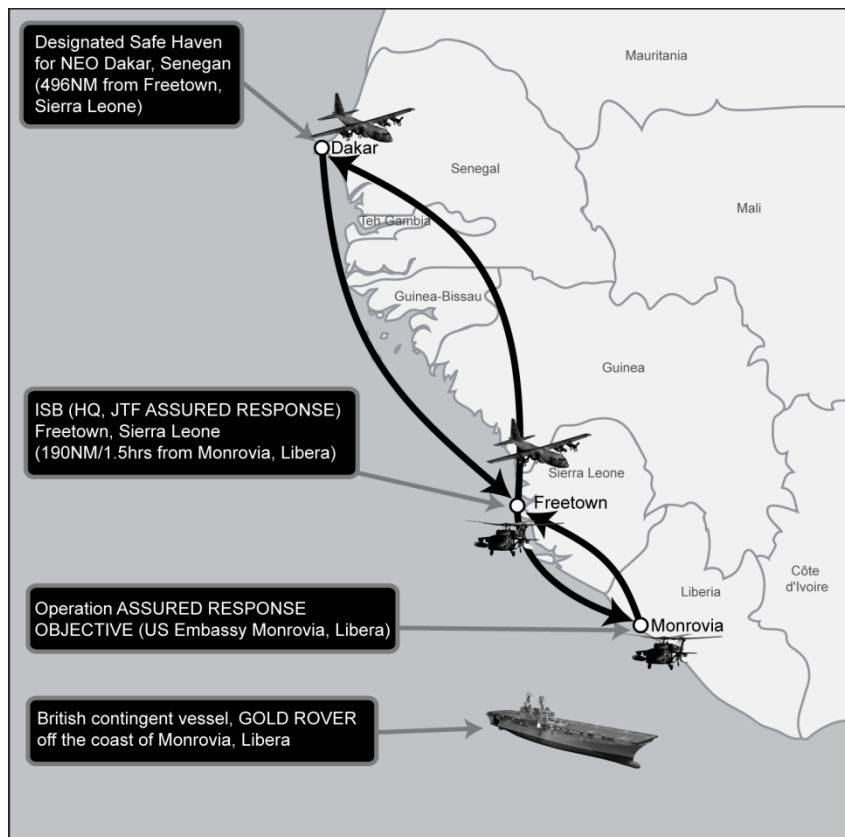
2-11. The second example, from Operation Assured Response, offers a historical scenario in which the theater army CCP's immediate response capability could have been effectively employed. It also offers an example of how one headquarters (in this case Special Operations Command – Europe or SOCEUR) formed the special CJTF which initiated the operation, and was subsequently relieved by a second headquarters (MEB) – a situation contemplated for the CCP in cases where the operation extends beyond the CCP's designed endurance (greater than 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.

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2-12. 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.

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2-13. 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. NEO Operation: Operation Assured Response and Figure 2-4. NEO Operations Monrovia, Liberia below.



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**Figure 2-3. NEO Operation: Operation Assured Response**

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2-14. Phase I consisted of setting up an Initial Staging Base (ISB) in Freetown, Sierra Leone (190 Nautical Miles from Monrovia, Liberia). The ISB would house the HQ, JTF Assured Response and the airhead to facilitate the helicopter evacuations from the US Embassy in Monrovia. The evacuees would then be

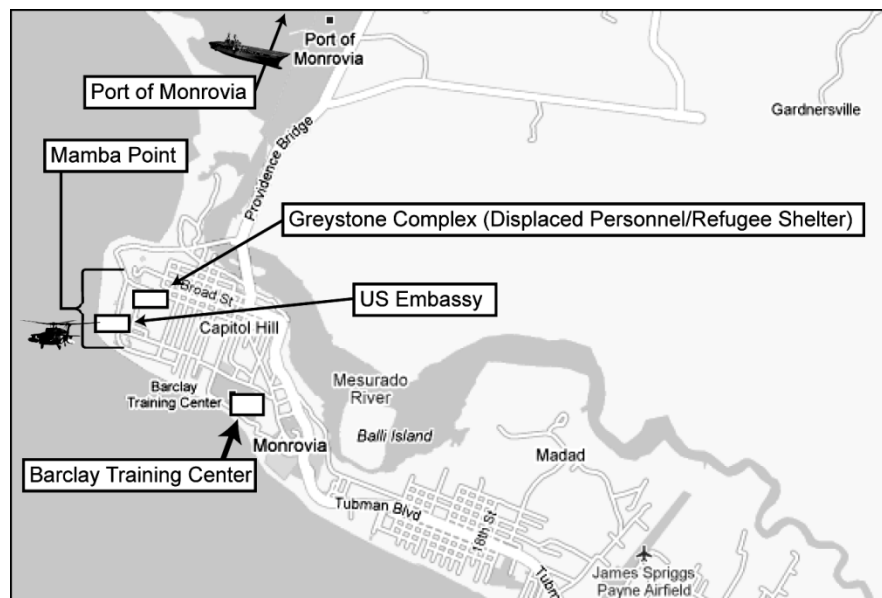
752 transloaded into C130s for onward movement to the established safe haven of Dakar, Senegal (496  
753 Nautical Miles from Freetown).

754 2-15. Phase II began when the JTF assumed operational control of the forces required to execute the  
755 operation and received and reassembled the helicopters for airlift of the SOF into Monrovia and evacuees  
756 out of Monrovia.

757 2-16. Phase III consisted of Army forces entering into Monrovia's Mamba Point embassy district where  
758 they established security for international relief agencies headquartered there. Additional Army forces  
759 reinforced Marine guards at the American embassy and secured the central evacuee assembly collection  
760 point. Navy helicopters then flew the evacuees to Sierra Leone with further evacuation to safe haven,  
761 Dakar, Senegal, via C-130s.

762 2-17. The final Phase IV would be end of NEO and the redeployment of forces.

763 2-18. The combined capabilities of the Army, other Services, and multinational troops evacuated 2444  
764 U.S. and foreign citizens from 73 countries from Liberia demonstrating the effectiveness and importance of  
765 synchronized joint, multinational operations.



766 **Figure 2-4. NEO Operations Monrovia, Liberia**

## 767 **EMPLOYMENT OF THEATER ARMY IN OPERATION ASSURED** 768 **RESPONSE AND SIMILAR SCENARIOS**

769 2-19. Operation Assured Response provides a NEO scenario to examine employment options for the CCP.  
770 Historically, US European Command (EUCOM), utilizing its assigned Special Forces component  
771 (SOCEUR) to form the initial CJTF headquarters, conducted the operation. The subsequent establishment  
772 of U.S. Africa Command with U.S. Army Africa as its ASCC raises questions regarding the relevance  
773 of the historical EUCOM command and control structure. The main question is how AFRICOM and  
774 USARAF approach an Operation Assured Response scenario given their lack of theater-committed forces.  
775 The discussion that follows will examine the scenario from the perspective of AFRICOM and USARAF  
776 and their current reality in which they do not have immediately available theater-committed forces.

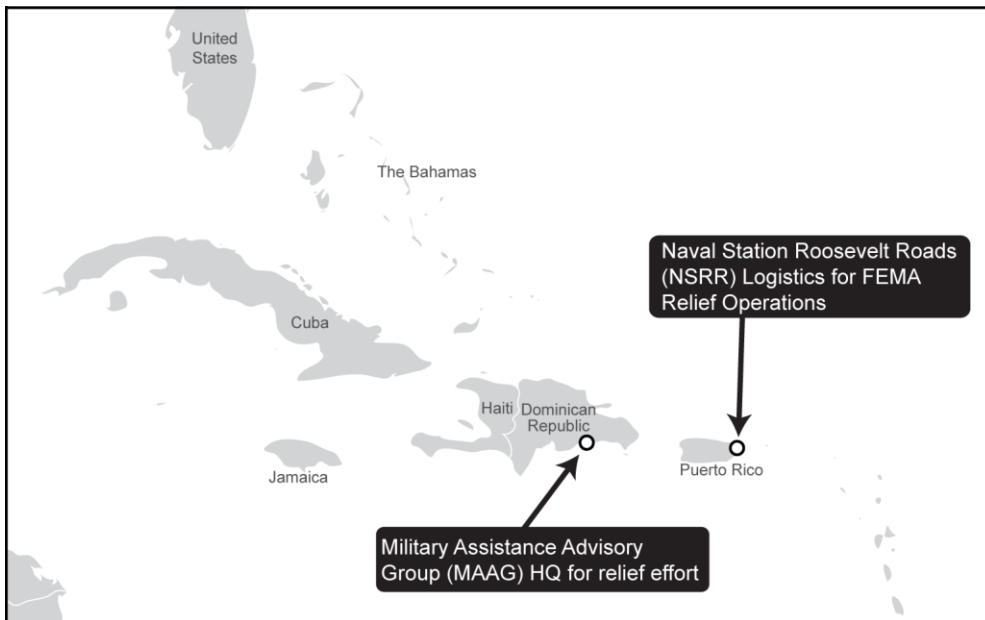
777 2-20. Special Operations Command Europe (SOCEUR) used organic C2 elements in the formation of HQ,  
778 JTF ASSURED RESPONSE (JTF AR). However, lacking the theater-committed headquarters and  
779 subordinate forces readily available for crisis response, AFRICOM's options are more limited. USARAF,  
780 with its CCP, is both immediately available and capable of commanding and controlling these types of

781 operations involving limited numbers of units, small force packages, and operations of limited duration.  
782 The theater army CCP could form the nucleus of a small JTF headquarters, commanded by the USARAF  
783 commander or other senior officer designated by the GCC. The force packages required to execute the  
784 evacuation operations (security, aviation, airlift, medical treatment & sustainment) must come from sources  
785 outside the AOR.

786 **EXAMPLE NUMBER 3: HURRICANES GEORGES AND MITCH –**  
787 **DISASTER RELIEF/ FOREIGN HUMANITARIAN ASSISTANCE**

788 **Figure 2-5. Disaster Relief/Foreign Humanitarian Assistance**

789 2-21. The theater army's CCP is well-suited to provide C2 for Army and/or joint forces engaged in  
790 Humanitarian Assistance or Disaster Relief (HA/DR). Department of Defense (DOD) normally has a  
791 supporting role in HA/DR operations, with the US ambassadors/Chiefs of Mission posted to the affected  
792 host nations and US Department of State (DOS) as the US government agency lead. However, exceptions  
793 do exist. Two exceptions are the U.S. Mission is not functional because of damage or the host nation  
794 government collapses and the country descends into anarchy. In such extreme cases, the operation often  
795 changes from HA/DR to other forms of international intervention. This was not the case in the fall of 1998  
796 when Hurricane Georges and Hurricane Mitch devastated several countries and the US Territory of Puerto  
797 Rico within weeks of each other. See Figures 2-5. Disaster Relief/Foreign Humanitarian Assistance, Figure  
798 2-6. Hurricane Georges 15 SEP 1998, and Figure 2-7. Hurricane Mitch 22 OCT 1998. These scenarios are  
799 useful for exploring the options available to the GCC for CCP employment. These scenarios provide useful  
800 examples of how very small JTFs deal with specific country situations, with a higher JTF providing  
801 centralized planning and coordination of DOD support to inter-agency efforts and Unified Action plans.  
802 All this conducted under environmental, diplomatic and political circumstances that vary widely between  
803 affected host nations (compare the diplomatic challenges of deploying U.S. military forces into Nicaragua  
804 for disaster relief to the relatively benign diplomatic environment in Honduras). See Figure 2-5. Disaster  
805 Relief/Foreign Humanitarian Assistance for paths of Hurricanes.



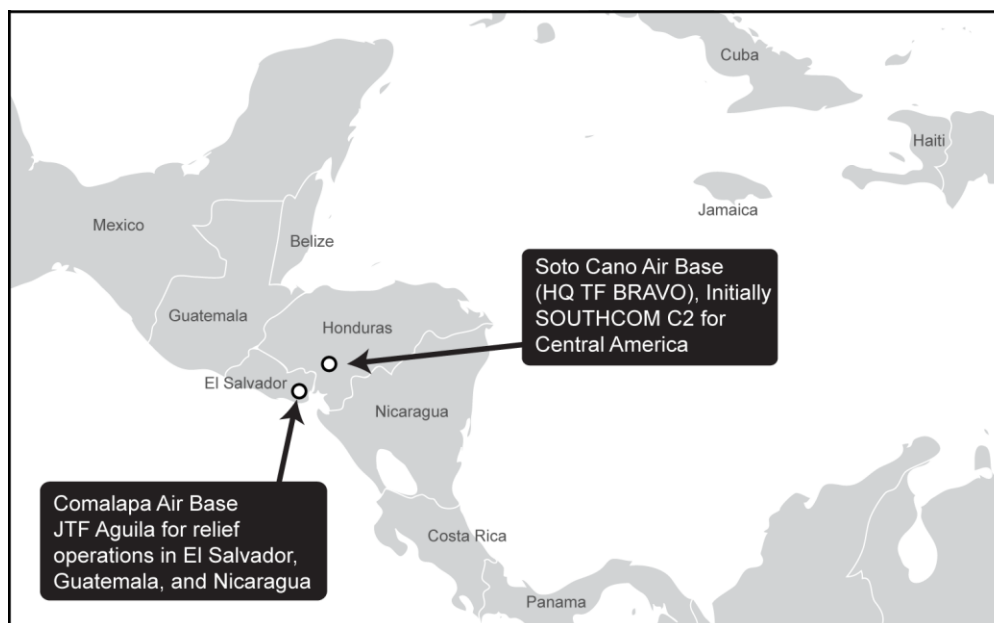
806 **Figure 2-6. Hurricane Georges 15 Sep.98**

807 2-22. In the fall of 1998, two devastating hurricanes (Hurricanes Georges and Hurricane Mitch) hit within  
808 a four-week span in the Caribbean and Central America areas affecting both foreign territories and U.S.  
809 territory (especially Puerto Rico). These two hurricanes yielded a substantial number of deaths and injuries  
810 with widespread property damage. U.S. military forces, specifically within the USSOUTHCOM AOR,

811 mounted large-scale responses to these disasters, in conjunction with the affected countries, civilian relief  
 812 agencies of the United States government (USG), foreign governments, the UN, non-governmental  
 813 organizations (NGOs), private businesses, and individuals. The SOUTHCOM Commander created two  
 814 joint task forces (JTFs) for disaster response, reoriented the mission of a third JTF toward relief efforts, and  
 815 employed more than 7,000 U.S. military personnel deployed to the region to assist with the response to the  
 816 damage caused by these events.

817 2-23. For Hurricane Georges, U.S. military assistance focused on civil support operations in Puerto Rico,  
 818 in support of Federal Emergency Management Authority (FEMA) and HA/DR in the Dominican Republic,  
 819 in support of the Office of Foreign Disaster Assistance (OFDA). U.S. military personnel, stationed in Haiti  
 820 as part of Support Group Haiti, provided limited assistance in that nation. In the eastern Caribbean islands,  
 821 the U.S. military provided limited but important support.

822 2-24. The DoD asset in greatest demand following Hurricane Georges was air transport; both strategic lift  
 823 into the area of operations (AO) and theater lift to distribute relief supplies. Another major asset employed  
 824 was a Disaster Response Joint Task Force (DRJTF), designated JTF Full Provider deployed aboard the  
 825 USS Bataan with 900 U.S. Marines from the second Force Service Support Group (FSSG). JTF Full  
 826 Provider coordinated U.S. military support of both Puerto Rico civil support operations and foreign disaster  
 827 relief in such places as the Dominican Republic. In Puerto Rico, Naval Station Roosevelt Roads (NSRR)  
 828 became the logistics hub for FEMA relief operations. In the Dominican Republic, the Military Assistance  
 829 Advisory Group (MAAG) provided essential coordination with the Country Team and host nation military  
 830 and support at Santo Domingo airport for the relief effort.



831 **Figure 2-7. Hurricane Mitch 22 OCT 98**

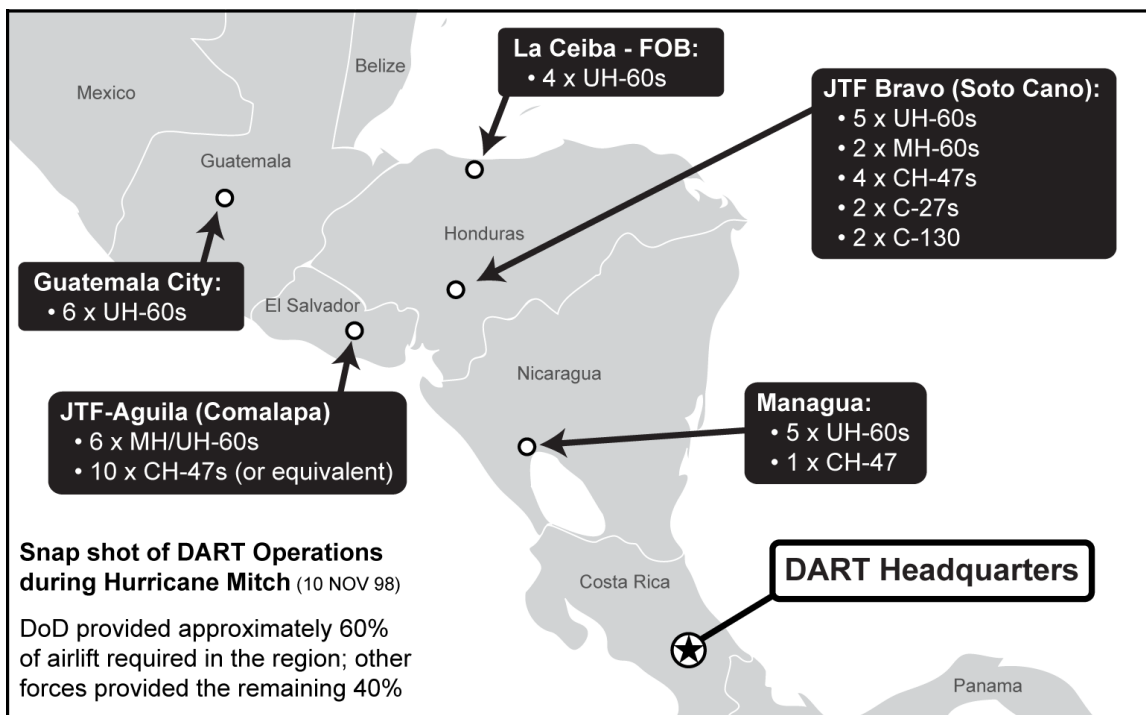
832 2-25. The DoD response to Hurricane Mitch far surpassed the response to Hurricane Georges in scope,  
 833 complexity, cost, and duration, as well as in the range of policy issues it generated. U.S. military personnel  
 834 conducted significant relief operations in the four Central American countries primarily affected by  
 835 Hurricane Mitch: Honduras and Nicaragua, the two most seriously affected nations, and Guatemala and El  
 836 Salvador, which suffered moderate damage. In each of the affected countries, U.S. military units  
 837 concentrated their activities in specified geographic regions, assigned through discussions with host  
 838 governments to complement ongoing host nation and other responses, rather than operating countrywide.  
 839 U.S. based air and sea military transport assets moved large quantities of personnel and materiel to the AO.

840 2-26. With the deployment of over 5,000 military personnel and 63 aircraft to Central America region,  
 841 U.S. forces provided services including search and rescue, damage assessments, airfield management, food



842 delivery, immunizations against epidemic diseases, veterinary care, bridge and road reconstruction, water  
 843 purification, liaison, and planning. During these efforts, DoD personnel interfaced with government  
 844 officials, international and local NGOs, local and third country military forces, UN agencies, banana  
 845 plantation owners, local religious and community leaders, and traumatized villagers. Command and  
 846 control of military forces for the Hurricane Mitch operation initially fell to JTF BRAVO located on Soto  
 847 Cano Air Base in Honduras. However, the massive devastation in Honduras required JTF BRAVO's full  
 848 attention, and a second JTF stood up on the Comalapa Air Base, El Salvador (JTF AGUILA) with  
 849 subordinate reporting JTFs set up in the counties of Guatemala and Nicaragua. The overall operations  
 850 consisted of three phases:

- 851 • Emergency Relief Phase – commencing when the Hurricane struck Central America and  
 852 continuing through mid-December 1998
- 853 • Rehabilitation Phase – commencing in mid-December 1998 and continuing until approximately  
 854 26 February 1999
- 855 • Reconstruction Phase (not addressed in this report) – commencing at the end of the  
 856 Rehabilitation Phase and continuing into September 1999.



857 **Figure 2-8. Office of U.S. Foreign Disaster Assistance Funded DoD Air Assets**

858 2-27. The U.S. Government funded assessment teams, and deployed Disaster Assistance Response Teams  
 859 (DARTs) from the Office of U.S. Foreign Disaster Assistance (OFDA) to the region. See above Figure 2-  
 860 8. Funded DoD Air Assets. These teams provided airlift and sealift to Central America, funded U.S.  
 861 military helicopter transport within affected areas, and financially supported many local relief efforts of  
 862 host governments, regional organizations such as the Pan-American Health Organization (PAHO), and  
 863 NGOs.

864 2-28. The Hurricane Georges and Hurricane Mitch humanitarian assistance and disaster relief operations  
 865 provide multiple examples for the CCPs effective employment. Deliberately organized to provide the  
 866 capabilities to monitor and control current operations, the CCP can form the nucleus or core element of a  
 867 small JTF headquarters. The CCP based JTF receives augmentation from the theater army MCP, the GCC  
 868 staff and other service component commands to provide the needed capabilities. The CCP is available to  
 869 command and control the immediate response to crisis to include coordination. Coordination consist of  
 870 working with U.S. military assistance groups to assess requirements of the U.S. country team, host nation,



871 and facilitate the deployment of disaster assistance response teams (DARTs). Additional coordination is  
872 required for the delivery of relief supplies and follow-on disaster relief forces such as U.S. Army engineers,  
873 aviation elements, medical treatment teams, and airfield control parties. Given DOD will likely have a  
874 supporting role in most HA/DR operations, a CCP-based JTF can manage the coordination of DOD support  
875 to multiple countries (through resident U.S. MILGPs and country teams) as well as civil support operations  
876 such as the Hurricane Georges effort in Puerto Rico. The CCP design facilitates its use as the nucleus of a  
877 smaller subordinate JTF like JTF Aguila in El Salvador. The theater army, with its CCP, provides the GCC  
878 with an additional tool to meet the command and control requirements for effective crisis response for  
879 HA/DR and other types of limited operations.



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### Chapter 3

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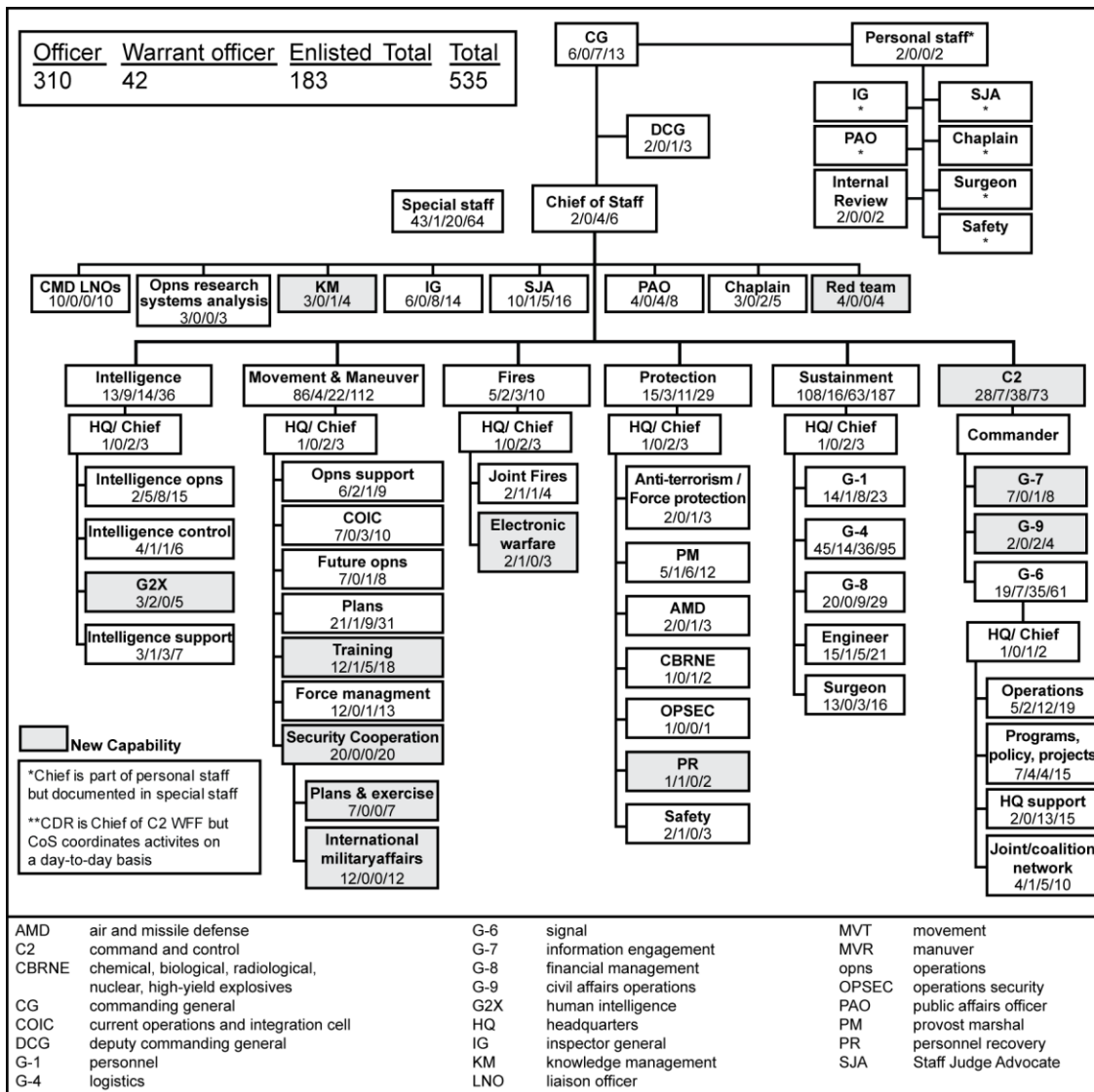
## Theater Army Main Command Post Organization

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3-1. The Main Command Post (MCP) performs most of the administrative Service functions traditionally associated with the Army Service Component Command. Figure 3-1 depicts the Theater Army 5.4 Main CP Organization.

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Figure 3-1. Theater Army 5.4 Main Command Post Organization

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3-2. The MCP is primarily responsible for Title 10, administrative control, Army support to other services, and Army executive agent functions in support of the GCC's area of responsibility (see Annex B).. The theater army is responsible for providing ADCON 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

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891 allocating resources and delegating missions to subordinate theater enabling commands or brigades, which  
892 conduct the detailed planning and execution (actual delivery of products or services).

893 ● The MCP also supports Army, joint, and multinational forces deployed to JOAs established  
894 within the AOR. Such support includes theater opening, RSO&I, common user logistics (CUL)  
895 and other services associated with Army Executive Agent responsibilities. The vast majorities  
896 of these responsibilities are sustainment-related, and performed through the subordinate TSC and  
897 /or deployed ESC (Expeditionary Sustainment Command). Other, non-sustainment ASOS/AEA  
898 responsibilities of the theater army include the following (see Annex B for a complete listing of  
899 ASOS, AEA, and OPLAN/CONPLAN-derived responsibilities):

- 900 ▪ Integrated Air and Missile Defense (IAMD)
- 901 ▪ Theater chemical defense
- 902 ▪ Military working dog program
- 903 ▪ General engineering
- 904 ▪ Detention Operations
- 905 ▪ Military postal services
- 906 ▪ Civil affairs
- 907 ▪ Communications
- 908 ▪ Military support to civil authorities
- 909 ▪ U.S. military confinement facilities
- 910 ▪ Mapping, charting & geodesy
- 911 ▪ Joint combat camera

912 ● The MCP is primarily a planning and coordination element, and is responsible for developing  
913 and maintaining OPLANS/CONPLANS, and Service supporting plans to the GCC's Theater  
914 Campaign Plan. The MCP may provide command and control over Army forces involved in  
915 operations, training exercises, and other theater security cooperation activities. It also conducts  
916 collaborative planning with any Army headquarters designated to deploy within the AOR. This  
917 collaborative planning support facilitates the transition of existing OPLANS/CONPLANS into  
918 the incoming headquarters' own Operation Orders (OPORDs) for execution, and to provide the  
919 theater army's regional expertise to support to the planning and execution of operations,  
920 exercises or other theater security cooperation activities. The MCP provides direct planning  
921 support to the CCP when it deploys (as a forward CP) to C2 smaller scale contingency  
922 operations or to participate in exercises and other theater security cooperation activities.

923 ● As an operational headquarters, the theater army's normal battle rhythm and work schedule  
924 conform to mission requirements and are coordinated with the Geographic Combatant  
925 Commander (GCC) headquarters to which the theater army is assigned. However, during steady  
926 state operations most of the theater army staff elements typically works a standard workday that  
927 conforms to prevailing business work hours of the local community. The Current Operations  
928 Integration Cell (COIC) of the Movement and Maneuver Warfighting Functional Cell is an  
929 exception to that norm, and is organized to monitor the activities of Army forces within the AOR  
930 24 hrs per day, seven days a week, and 365 days a year, even when the CCP is not deployed.

931 3-3. The MCP staff organization contains elements of both functional and G-staff/special staff design.  
932 Functionally, the MCP staff is organized into six warfighting functional Cells which combine certain G-  
933 Staff and Special Staff Sections into logical functional groupings. The six functional Cells are Intelligence,  
934 Movement & Maneuver (M2), Fires, Protection, Sustainment, and Mission Command. The theater army  
935 Chief of Staff is responsible for overall supervision of MCP operations, and for organizing and training the  
936 staff, in accordance with the commander's guidance.

937 ● Command Group: The theater army command group includes the commander, a deputy  
938 commander, the command sergeant major (CSM), the chief of staff (CoS), secretary to the  
939 general staff (SGS), the Political Advisor, Science Advisor plus the enlisted and officer aides to  
940 the CG/DCG, and administrative staff and drivers.

941 ● Personal Staff includes Internal Review, Chaplain, PAO, SJA, Surgeon, Safety, and IG.

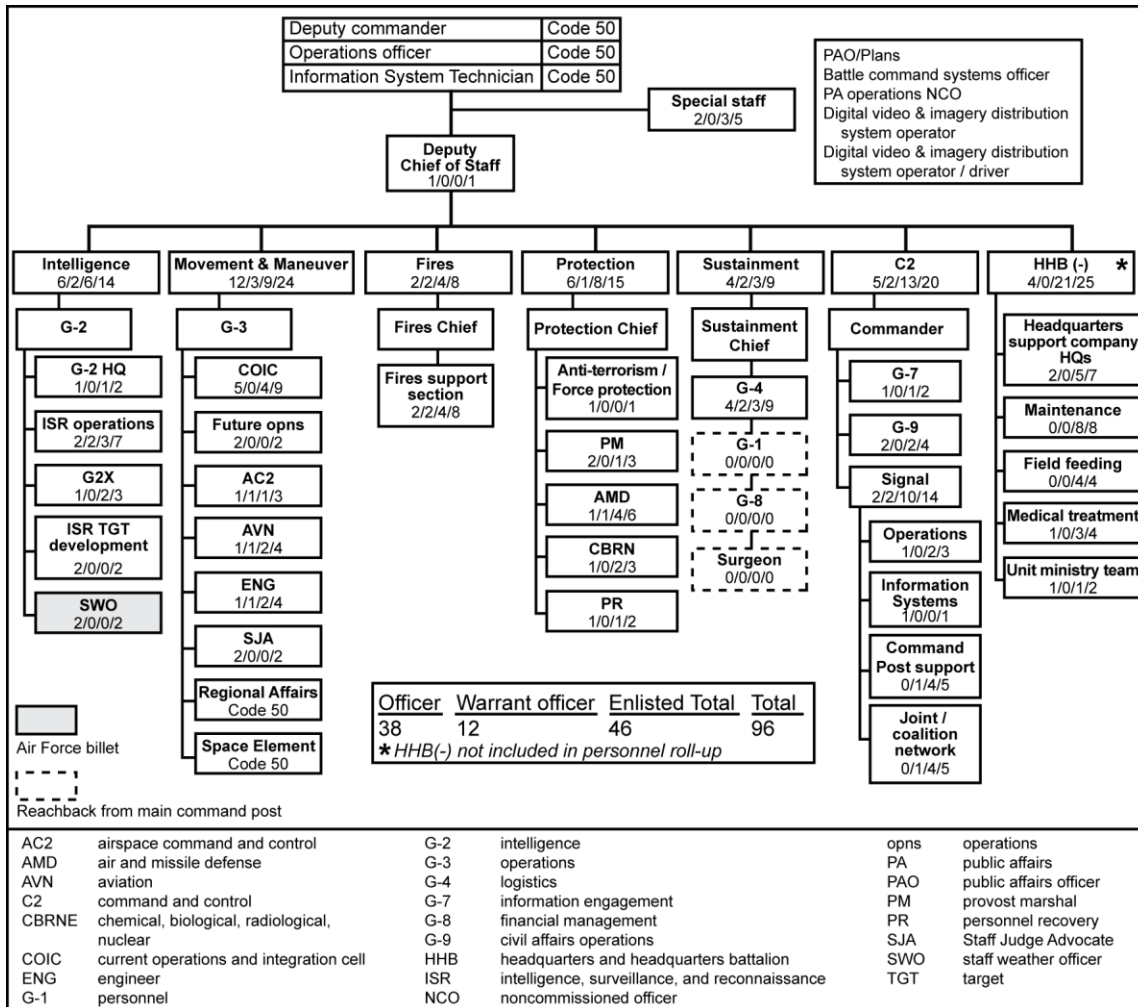
- 942 ● Special Staff (per FM 5-0) includes all staff elements, which are not personal staff or not  
943 assigned to a primary coordinating staff section. The theater army special staff includes the  
944 following staff Elements: Inspector General (IG), Staff Judge Advocate (SJA), Public Affairs  
945 (PA), Knowledge Management, Chaplain, Red Team, Operations Research Systems Analysis  
946 (ORSA), Command Liaison Teams (LNO), and Digital LNO Detachments (when applicable).
  - 947 ● Intelligence Cell: The Intelligence Cell is composed of the Intelligence Operations, Intelligence  
948 Control, G2X and Intelligence Support Sections and the USAF Staff Weather Office. The G2 is  
949 the Chief of the Intelligence Cell.
  - 950 ● Movement & Maneuver Cell: The Movement and Maneuver Cell forms the three integrating  
951 Cells: Current Operations Integration Cell (COIC), Future Operations (FUOP) Cell, and Plans  
952 Cell (See FM 5-0). The G3 is both the Theater Army Operations Officer, responsible for  
953 integrating all components of the operation into the theater army's single, unified operation, and  
954 the Chief of the Movement and Maneuver Warfighting Functional Cell. The Movement and  
955 Maneuver Cell also is designed with the traditional G3 operations, support, training, security  
956 cooperation and force management sections with the numerous elements subordinate to them.
  - 957 ● Fires Cell: The Fires Cell is composed of headquarters, electronic warfare (EW), and joint fires  
958 sections. The Fires Cell Director is the Theater Army's Chief of Fires.
  - 959 ● Protection Cell: The Protection Cell is composed of the Provost Marshall (PMO), Chemical  
960 Biological Radiological Nuclear and High Yield Explosives (CBRNE), Air & Missile Defense  
961 (AMD), Anti-terrorism/Force Protection, Personnel Recovery, and Safety Staff Sections. The  
962 Protection Cell is also responsible for the Operations Security (OPSEC) function. The Chief of  
963 the Protection Cell is coded O1C, a multi-functional officer specialty open to MP, Chemical, or  
964 Engineer officers. The Corps 4.1 design aligns the Engineer Section under the Protection Cell.  
965 The Theater Army design aligns the Engineer section under the Sustainment Cell since its  
966 primary duties are sustainment related. The Universal Joint Task List (UJTL) supports this  
967 difference by aligning engineer functions under sustainment vice protection.
  - 968 ● Sustainment Cell: The Sustainment Cell is composed of the G-1/Personnel, G4/Logistics,  
969 G8/Financial Management, Engineer and Surgeon Staff Sections. The Chief of the Sustainment  
970 Cell is an O-7, General Officer.
  - 971 ● Mission Command Cell: The Mission Command Cell is composed of the G-7 Information  
972 Engagement and G-9 Civil Affairs Sections, as well as the G-6/ Signal Section. The Mission  
973 Command Cell is an abstract construction, and does not function in the same manner as the other  
974 Warfighting Functional Cells. Although the theater army Commander is, conceptually, the  
975 Chief of the Mission Command Cell, the commander does not manage the day-to-day activities  
976 of the Cell. As a practical matter, the Chief of Staff is responsible for the day-to-day  
977 management and integration of the functions of all component Sections of the Cell. Unlike the  
978 other G-staff and functional Cells, ASCCs supported by a Signal Command do not have a  
979 permanently assigned G-6/Signal Chief to the theater army headquarters. The commander of the  
980 Signal Command (Theater) is dual-hatted as the theater army G-6/Signal Chief in theaters  
981 assigned this enabler.
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## Chapter 4

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# Theater Army Contingency Command Post Organization



**Figure 4-1. Theater Army 5.4 CCP Organization**

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4-1. The Contingency Command Post (CCP) is a relatively lean, deployable element of the theater army headquarters, designed specifically to meet the GCC's requirements for a limited command and control capability, which is theater-committed and immediately available to respond to a crisis anywhere within the AOR. Figure 4-1 depicts the Theater Army 5.4 CCP. The real value of the CCP is its immediate response capability rather than its capability to command and control complex or sustained operations. During steady-state operations, the CCP will normally co-locate with the MCP for stationing purposes but, as determined by the Commander or Chief of Staff, the CCP will remain organized as a separate command post. The Chief of Staff establishes and determines CCP's business rules, battle rhythm, and work schedule based on its assigned tasks and missions, which are distinct from those assigned to the MCP. One example is the planning, preparing, and executing of Joint or Combined exercises. Maintaining the CCP as a separate command post facilitates the training of the CCP staff in their operational command and control functions. The separation enhances the CCP's ability for rapid response or deployment as well.

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4-2. The CCP is capable of providing command and control of operations within its limitations. Normally, command and control over the execution of operations within the AO will require the CCP to operate continuously 24 hours a day, seven days a week from initiation of the operation until completion or until the CCP is relieved of its mission. The CCP staff elements provide two fully functional 12-hour shifts to operate the Current Operations Integration Cell (COIC). Other staff capabilities, which are not required on a continuous basis, are organized to provide 24/7 on-call services, as required

1005 4-3. CCP provides the theater army with a capability to directly command and control smaller types of  
1006 Limited Intervention or Peace operations. These operations can range from contingency assessment to  
1007 facilitating theater army forward command and control to Non-combatant Evacuation (NEO) or Foreign  
1008 Humanitarian Assistance, in both permissive and non-permissive environments where major combat  
1009 operations are not anticipated, to Peace Operations, such as peace enforcement. These operations may  
1010 involve some combat, but are limited in scale, scope, and complexity and expected intensity and duration.  
1011 The CCP also provides the theater army commander a flexible command post to meet some Theater  
1012 Campaign Plan (TCP) related requirements to provide exercise control headquarters for and/or participate  
1013 in joint and combined exercises with the ground forces of partner nations within the AOR. This is an  
1014 incidental capability rather than a specific design requirement. The CCP can be tailored and reinforced  
1015 with additional staff personnel from the theater army's MCP and/or with staff and capabilities from theater  
1016 supporting units (e.g., theater signal, medical, civil affairs, sustainment) to meet the METT-TC  
1017 requirements for either C2 of military operations or TCP-related exercises, exchanges, and other activities.  
1018 The following sections further describe the CCP's roles, missions, capabilities, limitations, and  
1019 dependencies.

1020 4-4. The CCP provides one of several command and control options available to the GCC and the theater  
1021 army commander to meet AO-specific requirements for command and control (C2) of Army and/or joint  
1022 forces conducting military operations within the AOR. The CCP design allows it to be small and  
1023 affordable, while providing an easily tailored and rapidly deployable C2 capability. It is immediately  
1024 available to the GCC and theater army commander, to facilitate C2 of a limited range of military operations  
1025 for a limited duration of time. The CCP cannot function as the primary command post for major operations  
1026 involving multiple brigade-sized formations operating for extended periods or in intense combat, unless  
1027 augmented. A variety of sources can provide the needed augmentation - the MCP, GCC staff, other service  
1028 component commands, and JMD request.

1029 4-5. Every mission begins with mission analysis, which will determine which of the Army's available  
1030 headquarters is most appropriate to the task. Taking fully into account the CCP's inherent capabilities and  
1031 limitations, the theater army commander may determine that the CCP is adequate, with or without  
1032 augmentation, to provide effective command and control over a given mission from start to finish. In some  
1033 cases, the GCC or theater army commander may determine the CCP is adequate to C2 the operation or  
1034 provide a forward command post until a more capable headquarters can arrive. The design team  
1035 determined 30 days of continuous operations is the upper limit of CCP to command and control operations.  
1036 The 30-day rule is not immutable. The CCP is capable of operating beyond 30-days if augmented or  
1037 performing relatively simple operations. Thus, the decision on whether or not to employ the CCP for a  
1038 given mission involves a trade-off between the CCP's immediately responsive capability, and its known  
1039 limitations with regard to the scale, scope, complexity, intensity, and duration of operations that it can  
1040 effectively command and control without significant augmentation.

1041 4-6. In short, the CCP provides the theater army commander with an organic capability to meet the  
1042 GCC's requirements for immediate response to unanticipated crises within the AOR. As an organic  
1043 element of the theater army headquarters, the CCP is committed to the theater, and immediately available  
1044 for deployment to command and control operations within an AO.

1045 4-7. The CCP provides several options for employment. The CCP may be employed within the AOR in a  
1046 variety of ways, including as the forward command post of the theater army commander providing C2 over  
1047 Army and/or joint forces; as the nucleus of a small JTF headquarters working directly for the GCC; or in  
1048 other tailored configurations, which take advantage of the CCP's flexibility and rapid deployability. In the  
1049 first case, the theater army may be designated as a JTF headquarters for a Limited Intervention or Peace  
1050 Operation, and the CCP (with joint augmentation from the GCC or other service components) forms the  
1051 nucleus of a JTF under the direct command of the theater army commander (who is, himself, subordinate to  
1052 the GCC). In the second case, the GCC might task the theater army to provide the CCP as the nucleus of a  
1053 small JTF (probably commanded by the theater army DCG), which would receive augmentation from the  
1054 GCC in the form of either selective augmentation from the GCC staff, augmentation with the GCC's  
1055 Standing Joint Force Headquarters Element (SJFHQ), or with a Joint Manning Document (JMD) tailored to  
1056 the existing mission. In this situation, the CCP merely provides the personnel and equipment around which  
1057 a tailored (ad hoc) JTF headquarters is organized, and the operational control (OPCON) of the CCP and its

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1058 personnel would pass to the designated Joint Force Commander. Other employment options will take  
1059 advantage of the flexibility, expansibility, and rapid deployability of the CCP to employ it in part or in total  
1060 to conduct crisis assessments or to function, with augmentation and reachback, as a form of “mobile  
1061 command group,” integrating with forward-based staff in existing facilities to provide the theater army  
1062 commander with forward presence and reachback during contingencies where support capacity already  
1063 exists on location.

## 1064 **CCP ROLES & MISSIONS**

1065 4-8. NEO (non-combatant evacuation operations): The CCP is capable of commanding and controlling  
1066 NEO, in permissive, uncertain, and hostile operational environments, including missions involving limited  
1067 combat and security operations (limited in terms of scale, scope, complexity, intensity, and duration).

1068 4-9. Consequence Management: The CCP is capable of providing the initial command and control for  
1069 Consequence Management operations, when provided subordinate units with tailored capabilities  
1070 appropriate to the mission. One example of an augmentation force is the Weapons of Mass Destruction  
1071 Coordination Elements (WMD-CE) of the 20th Support Command. The command must augment the CCP  
1072 or replace it with a headquarters more capable of commanding and controlling sustained operations for  
1073 consequence management.

1074 4-10. Foreign Humanitarian Assistance/Disaster Response: The CCP is capable of rapidly deploying a  
1075 team to assess HA/DR needs for the theater army or unified commander. The CCP has the capability to  
1076 command and control foreign humanitarian assistance/disaster response operations, including those in non-  
1077 permissive operational environments requiring limited combat or security operations to secure facilities and  
1078 infrastructure critical to delivery of humanitarian assistance (bases, ports, and roads), protect vehicles,  
1079 facilities, and personnel of U.S. or other organizations involved in the preparation, storage, and delivery of  
1080 aid. The CCP can accomplish this task when provided subordinate units with tailored capabilities  
1081 appropriate for the mission. One example is additional liaison teams to coordinate with USG agencies,  
1082 Host nation authorities, and international organizations.

1083 4-11. Peace Operations: The CCP is capable of providing command and control of the initial phases of  
1084 peace operations -- limited in scope, scale, complexity, intensity and duration – given a set of subordinate  
1085 elements with appropriate combat capabilities. Peace operations normally involve the deployment of  
1086 significant military forces for extended or protracted periods of time (Bosnia, Kosovo, and Sinai), for  
1087 which the CCP is obviously ill suited. It is, however, the CCP’s capability to command and control  
1088 immediate response forces, which lends itself to a limited role for the CCP in peace operations. This is  
1089 particularly true where the immediate insertion of US military forces is required to separate two or more  
1090 antagonists who have mutually agreed to stop shooting at each other. The command must augment the  
1091 CCP or replace it with a headquarters more capable of commanding and controlling sustained operations  
1092 for consequence management.

1093 4-12. Theater Security Cooperation/Building Partner Capacity: The ability to conduct theater security  
1094 cooperation/ partner building activities is incidental and not a requirement for the CCP. The CCP is  
1095 capable of commanding and controlling selected Army elements participating in joint and combined  
1096 exercises with land forces of partner nations within the GCC’s AOR, either as an exercise control  
1097 headquarters or as a participating unit replicating the command post of other Army warfighting  
1098 headquarters. The CCP is capable of providing command post and/or staff capabilities tailored to the  
1099 requirements of specific bilateral wargames, simulations, and Command Post Exercises (CPXs). This  
1100 capability provides an opportunity to promote inter-operability between US and multinational military  
1101 forces. Common doctrine and standard operating procedures are a few examples of how these  
1102 opportunities are beneficial. The CCP can also provide the nucleus of a tailored (ad hoc) command post for  
1103 Army and/or joint/multinational exercises, including joint augmentation from other services.

## 1104 **CAPABILITIES**

1105 4-13. 24 hour Operations (24/7): The CCP provides full capability to perform all required command and  
1106 control tasks and functions 24 hours a day, seven days a week, within the previously stated limitations.



1107 4-14. C-130 Deployable: The CCP and its organic equipment are capable of deploying by C-130 aircraft  
1108 (intra-theater lift). The ability to deploy quickly to any area within the AOR maximizes the CCP's utility..

1109 4-15. Span of Command & Control: The CCP is capable of commanding and controlling multiple  
1110 subordinate units up to brigade size. The CCP increases its span of control for specific mission  
1111 requirements with augmentation from other theater army headquarters or theater troops. For planning  
1112 purposes, the CCP is capable of commanding and controlling up to two brigade-sized units or six  
1113 subordinate elements, which may be any combination of BCTs, functional brigades, battalions or tailored  
1114 task force packages. The CCP cannot function as the primary command post for major operations  
1115 involving multiple brigade-sized formations operating for extended periods or in intense combat, unless  
1116 augmented. A variety of sources can provide the needed augmentation - the MCP, GCC staff, other service  
1117 component commands, and JMD request. An Army division or corps headquarters provides another option  
1118 because it possesses the capability to exercise a greater span of control.

1119 4-16. Linkage to Joint Capabilities: The CCP staff is capable of accessing and employing joint fires within  
1120 the limitations on combat operations and dependencies listed below. The combatant command, joint or  
1121 service headquarters provide other joint capabilities and augmentation if necessary. The CCP coordinates  
1122 additional required capabilities through the MCP.

1123 4-17. Organic Administrative Support: The administrative and sustainment support for the CCP is  
1124 provided by the Headquarters Support Company, (HSC) which provides field feeding, supply & sanitation,  
1125 Role I medical treatment, and level I maintenance to the deployed CCP. It is dependent on the theater  
1126 army's headquarters and headquarters battalion for higher echelon support beyond the capability of the  
1127 HSC.

## 1128 **LIMITATIONS**

1129 4-18. Duration of Operations: The CCP cannot command and control protracted military operations,  
1130 unless appropriately augmented, reinforced or relieved. As a planning factor, 30 days of continuous  
1131 operations is considered the maximum duration in which the CCP can effectively operate without  
1132 augmentation.

1133 4-19. Scale, Scope, Complexity, Intensity: The CCP is designed to command and control military  
1134 operations of limited scope (range of activities), scale (dimensions of AO, number of units and size of  
1135 forces), complexity (number of simultaneous, inter-related activities), and intensity (speed, tempo, degree  
1136 of lethality or destruction within a given timeframe). The CCP must receive augmentation, be reinforced or  
1137 relieved if the requirements exceed previously stated limitations. The CCP provides the GCC and the  
1138 theater army commander with a limited, in-house operational C2 capability. It is not, however, the only  
1139 tool or the preferred tool for all contingencies.

## 1140 **DEPENDENCIES**

1141 4-20. The CCP performs current operations/execution functions of an operation, and is dependent upon the  
1142 Theater Army MCP for operational planning support, intelligence support, sustainment coordination,  
1143 Special Staff functions, and tailored staff support, as required, for the conduct of military operations within  
1144 the GCC's AOR. Although the CCP will actively participate with the MCP planning staff in the  
1145 collaborative planning process, the MCP will normally produce the OPORDs and the CCP will focus  
1146 largely on controlling execution of the plan, including short-term assessment of operations.

1147 4-21. The CCP is dependent upon the MCP for the following:

- 1148 ● Planning and coordinating assigned Theater Security Cooperation exercises and other missions  
1149 (Security Cooperation Section).
- 1150 ● General Title 10, ADCON support of the headquarters and any Army units OPCON or attached  
1151 to the theater army for operations.
- 1152 ● Planning and provision of Army Support to Other Services (ASOS), Common User Logistics  
1153 (CUL), and Army Executive Agent (AEA) services/responsibilities.

1154 4-22. The CCP is dependent upon the MCP for the following staff functions/services/products:

- 
- 1155           ● Red Team advice & assessment
- 1156           ● Knowledge Management
- 1157           ● Inspector General support
- 1158           ● Staff Weather Officer feeds (weather data)
- 1159           ● Space support
- 1160           ● Other Special Staff functions, as required.
- 1161           4-23. Signal Command (Theater). The CCP is dependent upon the Signal Command (Theater) for
- 1162           network transport capability, network operations, and content management/content staging. Based on
- 1163           specific mission requirements, the Signal Command (Theater) will provide tailored communication support
- 1164           teams to support the CCP.
- 1165           4-24. Theater Military Intelligence Brigade (MIB)
- 1166           ● The CCP is dependent upon the theater-level MIB for regionally focused intelligence collection
- 1167           and analysis.
- 1168           ● The CCP is dependent upon the Geospatial Information & Services (GI&S) element of the MIB
- 1169           for digital mapping and geodesy.
- 1170           4-25. Theater Sustainment Command (TSC)
- 1171           ● The CCP is dependent upon the TSC capability and its subordinate ESC for theater opening,
- 1172           RSO&I and the establishment and operation of sustainment activities to support CCP-controlled
- 1173           operations.
- 1174           ● The CCP is dependent upon external assets, provided or coordinated by the TSC, for ground
- 1175           movement.
- 1176           4-26. USAF TACP. The CCP is dependent upon a USAF Tactical Air Control Party or other appropriate
- 1177           USAF coordination element for the coordination and terminal guidance of close air support, and for the
- 1178           coordination of other tactical air support missions in support of CCP-controlled operations.
- 1179           4-27. Intra-theater Airlift: The CCP is dependent upon intra-theater airlift for rapid deployment of the
- 1180           command post within the GCC's AOR.
- 1181           4-28. Security: The CCP has no organic security element, and is dependent upon OPCON/attached
- 1182           subordinate units for the provision of command post perimeter security, access control, and personal
- 1183           security detachment services for the commander, as required by METT-TC.





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## Chapter 5

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# Theater Army Headquarters and Headquarters Battalion

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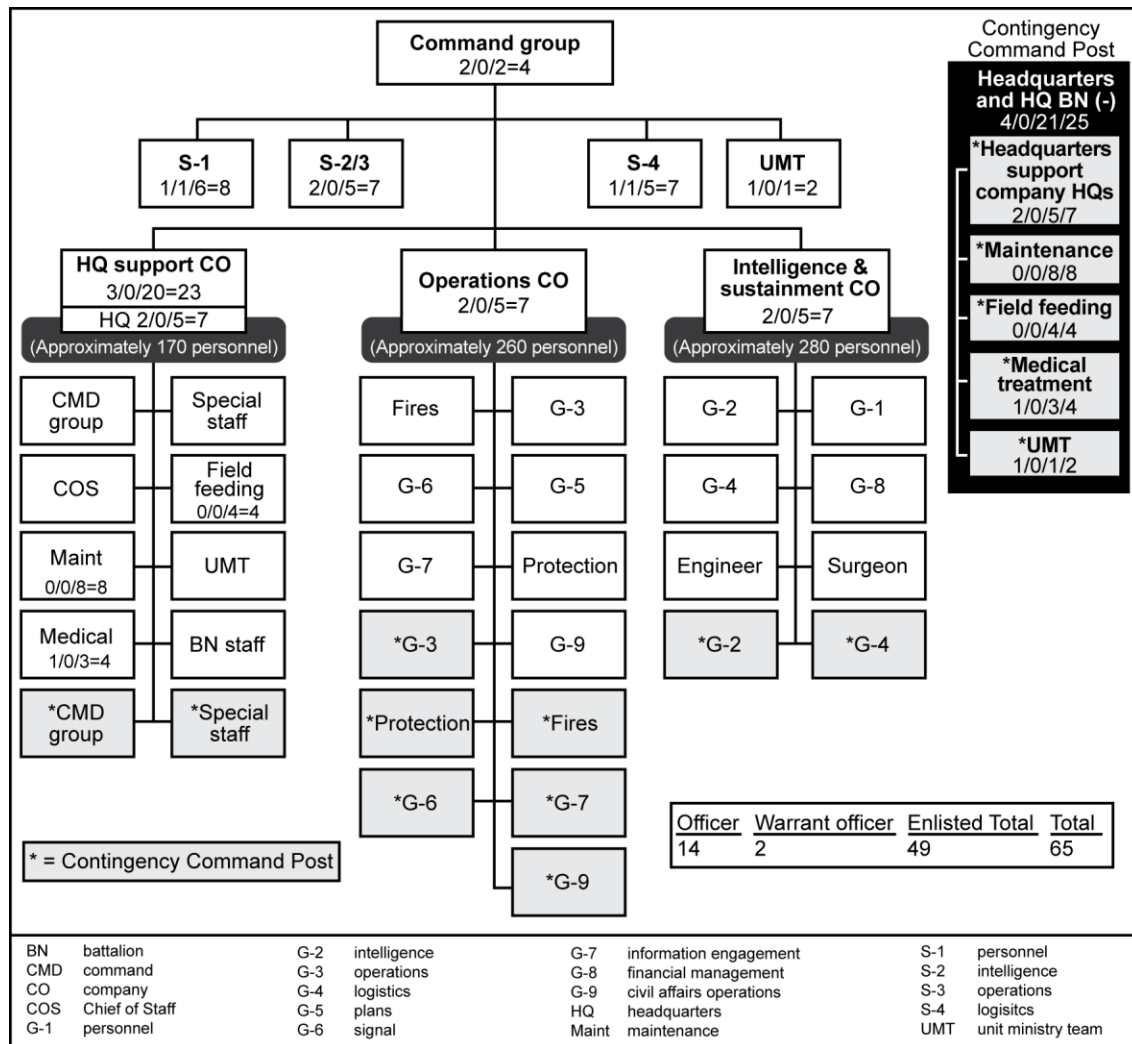
5-1. The Theater Army Headquarters and Headquarters Battalion (HHB) provides the administrative and sustainment support to the theater army headquarters, to include the CCP when it deploys for any operation. The HHB is organized with a commander, command group, a battalion staff (S1, S2/3, and S4), and three subordinate companies, described and reflected in Figure 5-1, Theater Army 5.4 HHB Company Organization below:

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**Figure 5-1. Theater Army 5.4 Headquarters and Headquarters Battalion Organization**

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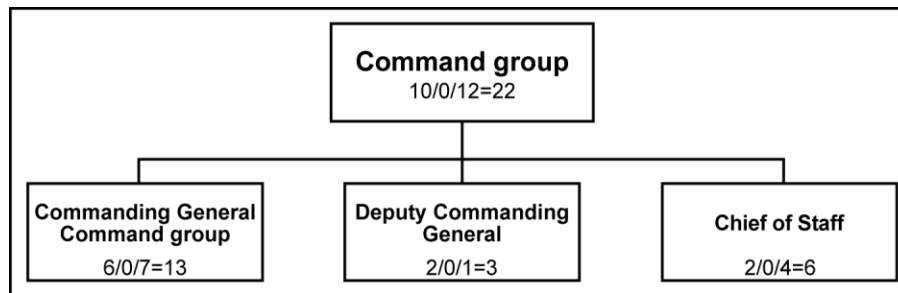
- Headquarters Support Company (HSC): The HSC consists of a standard company headquarters section, the HHB staff, and the food service, medical treatment, maintenance section designed to deploy with the CCP to provide sustainment support and C2 the local security section provided by an outside organization. Theater army personnel assigned to the HSC include the CG section, DCG section, Personal Staff, CoS section, Special Staff, HHB HQ Staff, CCP Command Group, CCP Special Staff, and CCP Support sections.

- 1199 ● Operations Company: The Operations Company consists of a standard company headquarters  
1200 section and the personnel assigned to the CO HQ, Movement and Maneuver, Protection, Mission  
1201 Command (incl. G-6/Signal), Fires, CCP Movement and Maneuver, CCP Protection, CCP  
1202 Mission Command (incl. G-6/Signal), and CCP Fires.
  - 1203 ● I&S Company (Intelligence & Sustainment): The I&S company is composed of a standard  
1204 company headquarters Element and the personnel assigned to the Theater Army Intelligence,  
1205 Sustainment, CCP Intelligence and CCP Sustainment.
- 1206 5-2. The CCP, and the HSC which supports it, are dependent upon the theater army HHB for all ADCON  
1207 services and Title 10, USC support.

## Chapter 6

# Theater Army Command Group

1210 6-1. Theater Army Command Group. The Command Group is responsible for providing operational  
1211 direction to Army component forces. It develops and supervises planning, preparation, execution and  
1212 assessment for a wide range of activities in the GCC's AOR. The Command Group leads the Army  
1213 Operations Process (plan, prepare, execute and assess), while participating in the GCC's Joint Operations  
1214 Planning Process. The theater army command group consists of the Commanding General (CG) section,  
1215 Deputy Commanding General (DCG) Command section and the Chief of Staff (CoS) section. Figure 6-1  
1216 depicts the Theater Army 5.4 Command Group.



**Figure 6-1. Theater Army 5.4 Command Group**

- 1217
- 1218 6-2. Commanding General Command Group
- 1219 ● Mission: The Commanding General Command Group provides command and control to the  
1220 theater army, and prioritizes the effort for the staff and assigned units.
  - 1221 ● Organization: The Command Group consists of the CG, the Command Sergeant Major (CSM),  
1222 a science officer, and a political military advisor along with an aide-de-camp, and other  
1223 associated support personnel.
  - 1224 ● Tasks: The CG directs planning, policy development, programming, and budgeting for theater  
1225 army Title 10 Army Support to Other Services (ASOS), and Executive Agent responsibilities in  
1226 the AOR. The CG exercises ADCON of all Army forces in the AOR by providing the  
1227 administration, support, and force protection of all Army forces in the AOR. The CG directs,  
1228 leads, and assesses operations using designated Army, Joint, and Multinational forces to support  
1229 GCC directed missions. The Executive Officer, Aide de Camp, and support staff organizes and  
1230 coordinates scheduling, activities, travel, staff actions, and logistics support to the CG. The  
1231 CSM enforces policy and standards for performance, training, appearance, and conduct of Army  
1232 Enlisted personnel in the AOR. The Political-Military Advisor (POLAD) provides perspectives  
1233 and policy positions on political-military issues for the CG. The Science Advisor provides  
1234 analysis and advice on research and development efforts affecting future planning and provides

- 1235 potential materiel solutions to capability gaps. The communications team installs, operates,  
1236 maintains, and restores assigned equipment in support of the CG.
- 1237 6-3. Deputy Commanding General (DCG)
- 1238 ● Mission: The DCG serves as second in command of the theater army and extends the control of  
1239 the CG in designated areas to include commanding the CCP when deployed.
- 1240 ● Organization: The DCG section consists of the DCG, Aide de Camp, and the  
1241 Driver/Communications Specialist. The section deploys with the CCP if directed by the CG.
- 1242 ● Tasks: The DCG assists in the planning, policy development, programming, and budgeting for  
1243 theater army Title 10 Army Support to Other Services (ASOS), and Executive Agent  
1244 responsibilities in the AOR. The DCG assists the CG in exercising ADCON of all Army forces  
1245 in the AOR, and assists the CG in driving the operations process. When directed, the DCG  
1246 assists in directing, leading, and assessing operations using designated Army, Joint, and  
1247 Multinational forces to support GCC directed missions. The DCG executes his responsibilities  
1248 from the MCP or from the CCP if directed. His Aide de Camp and driver/communications  
1249 specialist organizes and coordinates scheduling, activities, travel, staff actions, and logistics  
1250 support for the DCG.
- 1251 6-4. Chief of Staff
- 1252 ● Mission: The Chief of Staff (CoS) serves as the CG's principal assistant for coordinating and  
1253 training the staff, and establishing and managing the command post.
- 1254 ● Organization: The CoS Office consists of a SGS/ Executive Services section (one officer) and a  
1255 Staff Action section (four NCOs).
- 1256 ● Tasks: The Chief of Staff (CoS) directs and supervises the CP support functions of the HHB,  
1257 and the activities of the staff and LNOs. He directs operations of the Special Staff and the  
1258 Mission Command Warfighting Functional Cell. He establishes the business rules, workday  
1259 schedule, and battle rhythm of the headquarters and staff sections. The CoS, with Commander's  
1260 guidance, may extend or otherwise modify the business rules and battle rhythm of the  
1261 headquarters in order to support operational requirements. The CoS supervises the SGS and  
1262 monitors the preparation for conferences, social events and ceremonies. The CoS directs and  
1263 monitors collective training of the staff. The SGS manages staff actions, and executive services.  
1264 He/she monitors support to major conferences. The staff action section processes all staff  
1265 actions and assists the SGS as needed.
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## Chapter 7

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# Theater Army Personal Staff

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7-1. Personal staff members work under the theater army commander's immediate control as depicted in Figure 7-1, Theater Army 5.4 Personal Staff. 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 CoS 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 (IG), Public Affairs (PAO), Safety, Staff Judge Advocate (SJA), Surgeon, and the Internal Review.

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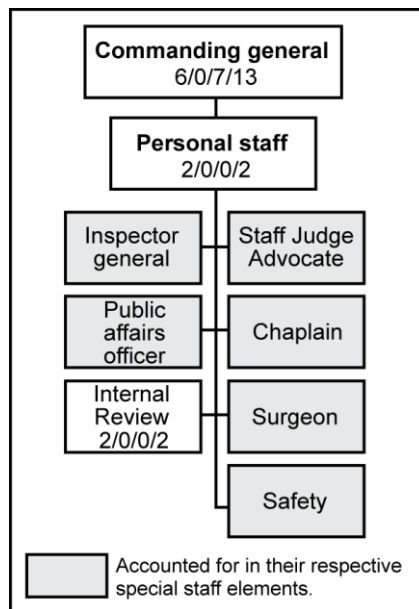
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**Figure 7-1. Theater Army 5.4 Personal Staff**

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### 7-2. Internal Review Section

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- Mission: The internal review section develops plans, policies, and reports for the review, and audit of the command's processes and practices to prevent fraud, and abuse of financial resources.

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- Organization: The Internal Review section consists of a chief and an action officer responsible for performing internal reviews and evaluations.

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- Tasks: 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, consulting, advising, and liaison task 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

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# Theater Army Special Staff

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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 (LNOs), the Operational Research Systems Analysis Section, Knowledge Management (KM), Inspector General (IG), Staff Judge Advocate (SJA), Public Affairs (PAO), Chaplain, and Red Team Sections.

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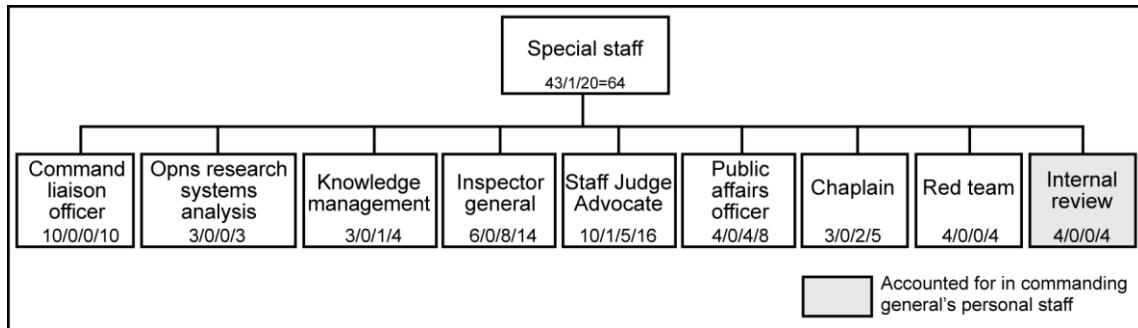
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**Figure 8-1. Theater Army 5.4 Special Staff**

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### 8-2. Command LNO Section

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- Mission: The Command LNOs represent the theater army commander at the receiving HQs. The LNO synchronizes coordination between headquarters and relays the commander's intent and concept for operations.
- Organization: The Command LNO staff section consists of ten officers organized into five, two-man teams.
- Tasks: The Command LNO section deploys to higher headquarters, Service Component Commands, host nation agencies, multinational partners, interagency and non-government organizations within the AOR, as directed. The LNO Teams coordinate, and synchronize theater army efforts between commands, and the GCC, MCP, and CCP staffs, and other JTF 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 LNO Detachments to provide digital connectivity between the theater army, joint, and multinational forces, if required.

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### 8-3. Operations Research and Systems Analysis (ORSA) Section

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- Mission: The Operations Research and Systems Analysis (ORSA) section provides analytic support to the theater army staff for planning and assessment of operations.
- Organization: The ORSA section consist a section chief and two action officers.
- Tasks: The ORSA section provides quantitative analytic support, including regression and trend analysis, to theater army planning and assessment activities. The ORSA staff assists other staff in developing customized analytical tools for specific requirements, provides a quality control capability, and can conduct assessments to measure the effectiveness of operations.

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- 1326 8-4. Knowledge Management (KM) Section
- 1327 ● Mission: The Theater Army Knowledge Management (KM) section supports the commander
- 1328 and staff in achieving situational understanding and making informed, knowledgeable, and
- 1329 timely decisions through the integration and management of Army Battle Command Systems
- 1330 and various other collaboration tools.
- 1331 ● Organization: The KM section in the MCP consists of three officers and one NCO.
- 1332 ● Tasks: The KM section advises the staff on KM processes and enabling technologies. The
- 1333 section facilitates the creation, collection, organization, storing, application and transfers
- 1334 knowledge by using innovative technology to facilitate situational understanding and decision-
- 1335 making. The section assists the commander and staff in integrating battle command systems into
- 1336 the headquarters processes consistent with KM best practices. The section coordinates with the
- 1337 G-6 for technical network requirements and analysis of new KM information technology for
- 1338 increased KM capabilities. It assists the staff in managing the common operational picture and
- 1339 briefings.
- 1340 8-5. Inspector General (IG) Section
- 1341 ● Mission: The Theater Army Inspector General (IG) section acts as an extension of the
- 1342 Commander's eyes, ears, voice, & conscience while conducting inspections, assistance actions
- 1343 and investigations for all ADCON Army forces lacking organic Inspector General support.
- 1344 ● Organization: The Theater Army IG Section consists of six officers and eight NCOs.
- 1345 ● Tasks: The Command Inspector General (IG) is the local proponent and advisor on Army
- 1346 Inspection Policy as outlined in Army Regulation (AR) 1-201. The Command Inspector General
- 1347 serves as Personal Staff to the theater army Commander. The section perform all four IG
- 1348 functions: Inspections, Assistance, Investigations, Teaching and Training. The IG staff provides
- 1349 services to all Army forces in the AOR lacking organic IG support. The section augments the
- 1350 CCP operations based on mission requirements.
- 1351 8-6. Staff Judge Advocate (SJA) Section
- 1352 ● Mission: The Staff Judge Advocate (SJA) section serves as the principal legal advisor to the
- 1353 commander, staff, and subordinate organizations.
- 1354 ● Organization: The SJA Section consists of ten officers, one warrant officer and five NCOs.
- 1355 ● Tasks: The section advises the commander and staff on all matters pertaining to law, policy,
- 1356 regulation, and good order and discipline in the AO. The SJA Section participates in the
- 1357 Operations Process and other subordinate processes, including the MDMP planning process and
- 1358 D3A targeting process. The section allocates its subordinates between participating in theater
- 1359 army planning sessions, preparing or participating in boards, bureaus, centers, cells, and working
- 1360 groups, and supporting the CCP when deployed." The International and Operational Law
- 1361 Division provides legal advice and support regarding the application of international law and
- 1362 agreements, U.S. law, customs and activities affecting military operations. The Military Justice
- 1363 Division provides legal advice and support for the administration of the Uniform Code of
- 1364 Military Justice. The Chief of Claims provides legal advice and support for the investigation,
- 1365 processing, adjudication, and settlement of claims on behalf of and against the United States
- 1366 worldwide. The Chief of Legal Assistance provides personal civil legal services to eligible
- 1367 personnel. The Administrative and Civil Law Division provides legal advice and support for the
- 1368 establishment, command, and functioning of military organizations and installations, related
- 1369 military and civil authorities. The Contract and Fiscal Law Division provides legal advice and
- 1370 support for the application of domestic statutes and regulations related to the funding of military
- 1371 operations and support to nonfederal agencies and organizations.
- 1372 8-7. Public Affairs Office (PAO) Section
- 1373 ● Mission: The Theater Army Public Affairs Office (PAO) section advises the commander and
- 1374 expedites the flow of accurate and timely information about the activities of U.S. Army and U.S.
- 1375 joint forces to external population and internal audiences.
- 1376 ● Organization: The PAO staff section consists of four officers and four NCOs. The PAO Staff
- 1377 Section executes two primary functions: Media Operations and Public Affairs Plans/OPS.

1378 ● Tasks: The PAO section advises the commander and staff on all aspects of public affairs  
1379 planning, information strategies, media facilitation, and training. The section provides advice on  
1380 community relations issues and operations. The section provides advice on the use of command  
1381 information print and broadcast (radio/TV) capabilities. The PAO coordinates public affairs  
1382 planning and operations, media facilitation and NGO requests with subordinate, adjacent and  
1383 higher headquarters as required. The section responds to media queries, plans and coordinates  
1384 media visits and media embed requests. A Public Affairs Operations Center and a Mobile Public  
1385 Affairs Detachment must augment the PAO section to establish a media center and conduct  
1386 wartime or crises PA operations.

1387 8-8. Chaplain Section

1388 ● Mission: The Command Chaplain provides staff supervision over all Army Religious Support  
1389 (RS) operations in the theater.  
1390 ● Organization: The Command Chaplain Section consists of three officers and two NCOs. The  
1391 Command Chaplain is a personal staff officer to the theater army commander. The section  
1392 consists of the Command Chaplain and a Senior Chaplain Assistant; Operations and Training  
1393 element that monitors manning and readiness, plus a World Religious staff element that conducts  
1394 analysis and planning.  
1395 ● Tasks: The Command Chaplain and Senior Chaplain Assistant provide the commander with  
1396 pastoral care, personal counseling, confidential communications and recommends religious  
1397 support (RS) policy for the Command. The Command Chaplain plans, coordinates, supervises,  
1398 religious support and policy for the AO. The section coordinates religious support for displaced  
1399 persons and plans religious support for reconstitution. It advises the commander and staff on all  
1400 religious, moral and morale matters within the command. It ensures that policies and leadership  
1401 practices of the command are in keeping with the highest moral, ethical, and humanitarian  
1402 standards. The section develops and integrates religious support into training events and  
1403 exercises. The section conducts continuous tactical, operational, and strategic World Religions  
1404 (WR) analysis and training. It provides guidance on the conduct of Religious Leader Liaison  
1405 missions, and advises the command and staff on regional religions.

1406 8-9. Red Team Section

1407 ● Mission: The Red Team section provides the Commander an independent capability to explore  
1408 alternatives in plans, operations, concepts, organizations, and capabilities in the context of the  
1409 operational environment from the perspectives of adversaries, partners, and others.  
1410 ● Organization: The Red Team consists of four officers. A regional Foreign Area Officer  
1411 augments the team as well as the supporting Military Intelligence Brigade.  
1412 ● Tasks: Red Team supports decision making by providing assistance in problem framing,  
1413 challenging assumptions and providing alternatives during planning and operations. The Red  
1414 team assists in identifying friendly and enemy vulnerabilities and opportunities to include  
1415 assessment tools to gauge progress. The Red Team anticipates cultural perceptions of partners,  
1416 adversaries and others in planning and operations. The Red Team conducts critical reviews of  
1417 theater army estimates, plans, and orders. The team attends appropriate boards, cells, centers,  
1418 and working groups. The Red Team primarily interacts with the planning group at the MCP , by  
1419 participating in each phase of the MDMP and/or Campaign Design. During execution of  
1420 operations, the Red Team identifies the impacts and potential consequences (2nd/3rd order  
1421 effects) of proposed or ongoing actions.



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## Chapter 9

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# Theater Army Intelligence Cell

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9-1. The Theater Army Intelligence Cell is responsible for the synchronization and integration of Intelligence operations throughout the AO. The Cell's sections and elements either embed or coordinate with the staff to facilitate this synchronization. Figure 9-1 depicts the Theater Army Intelligence Cell. 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. The MCP Intelligence Cell consists of an Intelligence HQs Section, an Intelligence Operations section, an Intelligence Control section, a G2X section and an Intelligence Support section.

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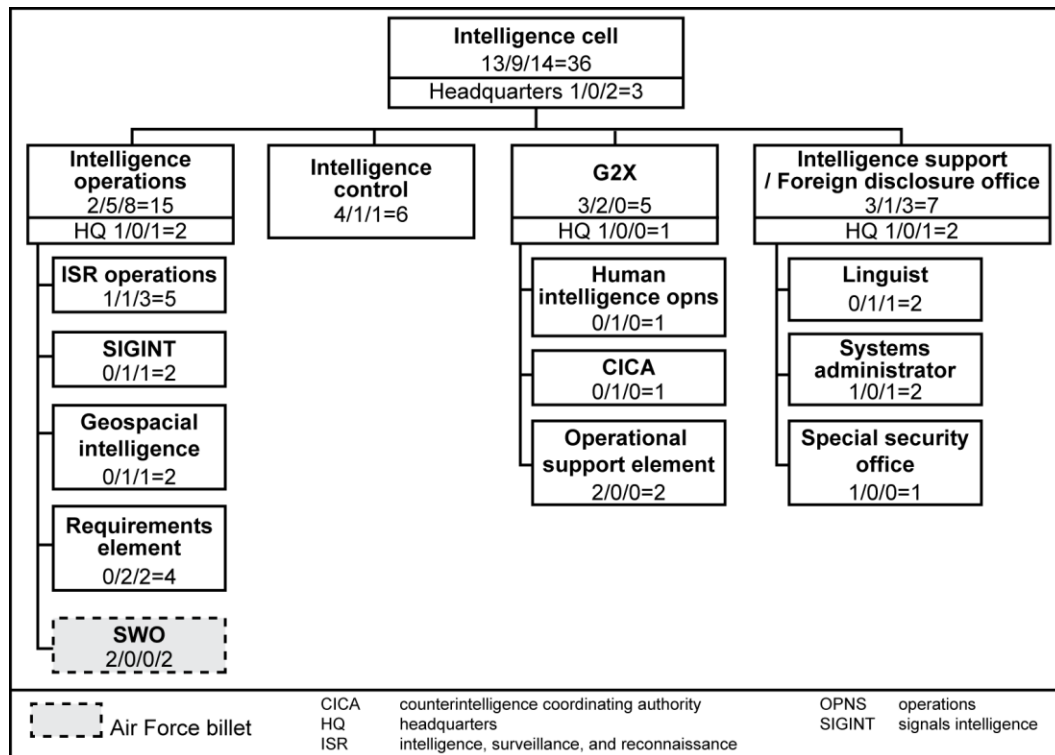
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**Figure 9-1. Theater Army 5.4 Intelligence Cell**

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- Mission: The Cell conducts policy formulation, planning, programming, budgeting, management, staff supervision, force integration, evaluation, and oversight for all intelligence activities in support of theater army forces. The cell advises the commander on the best use of all intelligence forces in the command.
- Tasks: The Intelligence Cell provides functional oversight of subordinates, other intelligence staff personnel, and assigned or attached units. It manages theater intelligence collection, production, dissemination, disclosure, and counterintelligence requirements. It provides staff supervision of the United States Air Force (USAF) Staff Weather Element. The Cell coordinates for National Intelligence support. It executes intelligence engagement and Theater Security Cooperation as required.

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9-2. Intelligence Cell Headquarters Section

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- 1444 ● Mission: The section provides management, direction and priorities to the cell plus provides  
1445 information and recommendations to the theater army commander.
- 1446 ● Organization: The Headquarters Section consists of a chief, an Intelligence SGM and an  
1447 intelligence analyst.
- 1448 ● Tasks: The section develops policy, planning, staff supervision, force integration, evaluation,  
1449 and oversight for intelligence activities. The section determines and prioritizes requirements,  
1450 allocates resources, identifies issues, evaluates activities, provides information and  
1451 recommendations.

1452 9-3. Intelligence Operations Section (IOS) and Headquarters Element

- 1453 ● Mission: The Intelligence Operations section (IOS) manages intelligence collection and  
1454 dissemination processes to meet AO operational requirements.
- 1455 ● Organization: The IOS consists of the following elements: Headquarters, ISR Operations,  
1456 SIGINT, GEOINT, Requirements, and Staff Weather Office (SWO). The Headquarters Element  
1457 consists of a section chief and senior operations NCO.
- 1458 ● Tasks: The IOS supervises the processing, reporting, and dissemination of theater and national  
1459 intelligence to ensure Combatant Commander daily operational requirements are satisfied. The  
1460 IOS coordinates for theater operations collection and analysis. The section manages the theater  
1461 army's intelligence requirements, sets MIB collection, analysis, and production priorities and  
1462 recommends the allocation of intelligence assets to satisfy theater army intelligence needs. The  
1463 section evaluates MIB intelligence products and disseminates all-source intelligence to the  
1464 theater army staff. It collaborates with the Theater Operations Company (THOC) and, Regional  
1465 Operation Company (ROC) for prioritization of analytic requirements as required. The section  
1466 manages information requests for national level access and products based on mission needs.  
1467 The section manages, validates, approves, and disseminates the threat Common Operating  
1468 Picture (COP) to higher, lower, and adjacent commands and agencies. He advises the  
1469 commander and subordinate units on the enemy, weather and terrain.

1470 9-4. Intelligence, Surveillance, Reconnaissance Operations Element

- 1471 ● Mission: The Intelligence, Surveillance, Reconnaissance (ISR) Operations element prioritizes  
1472 and processes intelligence information requirements, and maintains the enemy common  
1473 operational picture.
- 1474 ● Organization: The ISR Operations Element consists of an Intelligence Officer, All-Source  
1475 Intelligence Technician, Senior Intelligence Sergeant, Intelligence Sergeant, and an Intelligence  
1476 Analyst.
- 1477 ● Tasks: The ISR Operations element develops, maintains, tracks, and manages the friendly  
1478 Intelligence COP. The element produces intelligence products to answer requests for  
1479 information (RFI) from the theater staff, GCC, and Multinational partners. It establishes the  
1480 theater army indications & warning (I&W) requirements, plus monitors and reports on the  
1481 achievement of I&W thresholds. The element prepares combat assessments and provides the  
1482 theater army commander with increased situational awareness and a clearer vision of the AO. It  
1483 satisfies the theater army commander's critical information requirement (CCIR), priority  
1484 intelligence requirement (PIR), and information requirements (IR). It develops and submits  
1485 requests for information (RFI) to answer Requirements Element inquiries.

1486 9-5. Signal Intelligence (SIGINT) Element

- 1487 ● Mission: The Signal Intelligence (SIGINT) element provides guidance to the command on the  
1488 implementation of United States Signals Intelligence Directives (USSID) and Executive Order  
1489 12333.
- 1490 ● Organization: A SIGINT Technician and SGT manage the SIGINT element.
- 1491 ● Tasks: The element coordinates and analyzes SIGINT collection, analysis, and reporting  
1492 activities. The section assesses the quality and relevance of SIGINT reporting, and recommends  
1493 tasking, processing, exploitation, and dissemination (TPED) adjustments to the Requirements  
1494 element as necessary. The element receives and monitors resource status reports (RSR) for  
1495 SIGINT systems to support friendly intelligence COP development. It maintains direct liaison



- 1496 with the National Security Agency (NSA) Cryptologic Support Group (CSG), Intelligence  
 1497 Security Command (INSCOM), sister services, national cryptologic services and US country  
 1498 teams for technical information and guidance. It develops SIGINT estimates, plans, and orders  
 1499 for theater army operations and exercises. The element provides SIGINT information for all-  
 1500 source product development. It provides SIGINT perspective to CCIR, PIR, and IR  
 1501 development in support of the requirements management process. It integrates national agency,  
 1502 joint service, and coalition SIGINT products.
- 1503 9-6. Geospatial Intelligence (GEOINT) Element
- 1504 ● Mission: The Geospatial Intelligence (GEOINT) element manages GEOINT interpretation  
 1505 activities.
  - 1506 ● Organization: The GEOINT Element consists of a GEOINT Technician (W3) and a GEOINT  
 1507 Analyst (E7).
  - 1508 ● Tasks: It coordinates, tasks, and supervises Geospatial intelligence and Geospatial Information  
 1509 and Services (GI&S) support to joint force commanders, sister services, interagency, and  
 1510 multinational forces. The element integrates agency, joint, service, and multinational GEOINT  
 1511 products, and conducts direct coordination with collection and production organizations. The  
 1512 element assesses the quality of GEOINT reporting and recommends tasking, processing,  
 1513 exploitation, and dissemination (TPED) adjustments as necessary. The element receives  
 1514 GEOINT resource status reports to support friendly intelligence COP development. The element  
 1515 develops GEOINT estimates, plans, and orders for theater army operations and exercises. It  
 1516 provides GEOINT perspective to CCIR, PIR, IR development and requirements management.
- 1517 9-7. Requirements Element
- 1518 ● Mission: The Requirements element synchronizes, coordinates, and integrates theater army  
 1519 intelligence requirement activities.
  - 1520 ● Organization: The Requirements Element consists of two All-Source Analysis Technicians, and  
 1521 two Intelligence Analysts.
  - 1522 ● Tasks: The element develops and coordinates the theater army's collection requirements for  
 1523 joint, service, agencies, and multinational organizations. The element allocates and coordinates  
 1524 intelligence resources. The element develops PIR and IR to support operational and contingency  
 1525 plans and requirements. It manages intelligence RFIs and specific orders and requests (SOR)  
 1526 processes. The element maintains visibility of collection assets and assesses their effectiveness.  
 1527 It identifies collection gaps and provides mitigation strategies to support current and future  
 1528 operations. The element assists in the identification of indicators to satisfy PIR/IR and tasks  
 1529 collection assets as necessary. It develops intelligence synchronization plans and coordinates  
 1530 ISR input to the staff's orders process. The element advises the intelligence operations section  
 1531 on the optimal allocation of ISR collection assets.
- 1532 9-8. Staff Weather Office (SWO) (USAF) Element
- 1533 ● Mission: The Staff Weather Office (SWO) element provides full-range weather support to the  
 1534 theater army.
  - 1535 ● Organization: The SWO element consists of two Air Force Weather Officers.
  - 1536 ● Tasks: The element provides standard weather observations, forecasts, and warning support to  
 1537 forces in the AO. It provides weather products to the staff for special operations mission and  
 1538 planning. The element monitors the effects of weather on operations. It tailors weather support  
 1539 products to support OPLAN and CONPLAN development and maintenance
- 1540 9-9. Intelligence Control Section (ICS)
- 1541 ● Mission: The Intelligence Control Section (ICS) develops intelligence policy, plans, and orders.  
 1542 It manages force management and operational needs statement processes related to intelligence.
  - 1543 ● Organization: The ICS consists of two Strategic Intelligence Officers, two All-Source  
 1544 Intelligence Officers, an All-Source Intelligence Technician, and a Senior Intelligence SGT.
  - 1545 ● Tasks: The intelligence control section develops and maintains intelligence input to theater  
 1546 army estimates, plans and orders. It coordinates and integrates the Intelligence Security

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1547 Cooperation (ISC) mission (e.g., mil to mil). The section manages intelligence force  
1548 management and operational needs statement issues. It develops the capstone Intelligence  
1549 policy and TTP in coordination with the combatant command. The section coordinates and  
1550 participates in intelligence support to exercises. It develops the theater intelligence plan in  
1551 coordination with the combatant command and National agencies. The section acts as the  
1552 theater army proponent for ISR. It provides input to the integrated priority list, ISR review and  
1553 Joint Strategic Planning System. It reviews and recommends task organization and allocation of  
1554 forces to support plans and orders.

1555 9-10. G2X Section and Headquarters Element

1556 ● Mission: The G2X Section advises the Commander and senior intelligence officer on the  
1557 employment of Counter and human intelligence assets.

1558 ● Organization: The G2X Section consists of the following elements: Headquarters, HUMINT  
1559 Operations, CI Coordinating Authority Element, and an Operational Support Element. The  
1560 Headquarters Element consists of one Section Chief.

1561 ● Tasks: The G2X section synchronizes and integrates all national to tactical level counter and  
1562 human intelligence assets in the AO for all operations. The G2X is the primary advisor to the  
1563 commander on the employment of all CI and HUMINT assets, to include laws, policies, and  
1564 regulations affecting CI and HUMINT operations. The section directs, supervises, and  
1565 coordinates the planning, collection, analysis, and dissemination of CI and HUMINT  
1566 intelligence.

1567 9-11. Human Intelligence Operations (HO) Element

1568 ● Mission: The Human Intelligence operations element (HO) manages human intelligence  
1569 (HUMINT) operations.

1570 ● Organization: The element consists of a HUMINT collection technician.

1571 ● Tasks: The element provides policy, plans, and oversight for HUMINT operations in the AO.  
1572 The element coordinates and synchronizes HUMINT operations with joint, interagency,  
1573 intergovernmental, service and multinational organizations. The element develops and assigns  
1574 HUMINT mission tasks. The element reviews and approves document translations, plans, and  
1575 missions, and participates in the production and dissemination of intelligence information.

1576 9-12. Counter-intelligence Coordinating Authority (CICA) Element

1577 ● Mission: The Counter-intelligence Coordinating Authority (CICA) element manages  
1578 counterintelligence investigations and operations in the AO.

1579 ● Organization: The CICA consists of a CI Technician.

1580 ● Tasks: The element provides policy, plans, and oversight for counter intelligence operations in  
1581 the AO. The element coordinates and synchronizes counter intelligence operations with joint,  
1582 interagency, intergovernmental, service and multinational organizations. The element develops  
1583 and assigns counter intelligence mission tasks. The element prepares, reviews, and approves  
1584 investigative and operational reports and participates in the production and dissemination of  
1585 intelligence information.

1586 9-13. Operational Support Element (OSE)

1587 ● Mission: The Operational Support Element (OSE) manages support to counter and human  
1588 intelligence operations in the AO.

1589 ● Organization: The operational support element consists of two counter intelligence officers.

1590 ● Tasks: The element performs administrative support for CI and HUMINT operations. The  
1591 element plans, directs, manages, and participates in the collection, production and dissemination  
1592 of CI information. The element develops CI and HUMINT operations support for detainee  
1593 operations with regard to policy, programs, and oversight. It provides staff oversight to locally  
1594 employed personnel screening activities. It validates and assigns CI and HUMINT mission tasks  
1595 through G3 channels, and manages theater representative credentials (HUMINT) to include  
1596 badging. The element monitors CI and anti-terrorism reporting in theater. As required, the  
1597 element conducts CI investigations and operations.

- 1598 9-14. Intelligence Support/Foreign Disclosure Office Section and Headquarters Element  
1599 ● Mission: The Intelligence Support/Foreign Disclosure Office Section (ISS/FDO) provides  
1600 oversight of linguists, SCI network security, and foreign disclosure and SCIF oversight for the  
1601 theater army.  
1602 ● Organization: The ISS/FDO consists of the following elements: HQs, Linguist, System  
1603 Administrator, and Special Security Office. The Headquarters Element consists of a section  
1604 chief and Operations NCO.  
1605 ● Tasks: The ISS/FDO Section reviews and validates Army requirements for linguists, manages  
1606 sensitive compartmented information (SCI) and communications technology, and is responsible  
1607 for managing the disclosure of classified information to foreign agencies. The section develops  
1608 SCI procedures, and controls, plus the establishing and disestablishing of all theater army SCIFs.  
1609 The section provides oversight of the special security office's use, dissemination, storage, and  
1610 security of SCI materials, equipment, and systems. The section oversees the procedures for  
1611 handling sanitized or de-compartmentalizing final version intelligence products prior to  
1612 dissemination outside of the SCIF and or U.S. channels. The section oversees the management  
1613 of the Special Access Program (SAP).
- 1614 9-15. Linguist Element  
1615 ● Mission: The Linguist Element is responsible for the management of the theater army's linguist  
1616 program.  
1617 ● Organization: The Linguist element consists of a chief, HUMINT collection technician and an  
1618 all-source intelligence analyst.  
1619 ● Tasks: The Linguist element reviews, validates, and prioritizes linguists support requirements.  
1620 It serves as the alternate Contracting Officer Representative (ACOR) for Army language  
1621 contracts. The element tracks linguist personnel and monitors their performance. It anticipates  
1622 the theater army's linguist needs when developing contract statements of work. The Linguist  
1623 element monitors and enforces contract requirements. It conducts mission analysis and  
1624 identifies specified or implied tasks requiring foreign language support.
- 1625 9-16. Systems Administrator (SYSAD) Element  
1626 ● Mission: The Systems Administrator (SYSAD) element establishes connectivity with outside  
1627 Elements, maintains internal and external digital network function, and exercises security  
1628 oversight.  
1629 ● Organization: The SYSAD Element consists of a chief and a senior LAN Manager.  
1630 ● Tasks: The SYSAD Element manages sensitive compartmented information (SCI)  
1631 communications and information technology. It establishes and maintains internal and external  
1632 security measures in compliance with plans, policies, and guidance. The element designs,  
1633 operates and maintains SCI communication systems, and networks and their interface with  
1634 external networks. The element performs SVI data control and bulk storage operations.
- 1635 9-17. Special Security Office (SSO) Element  
1636 ● Mission: The Special Security Office (SSO) element establishes, controls, and disestablishes all  
1637 theater army sensitive compartmented information facilities (SCIFs).  
1638 ● Organization: The SSO Element consists of an officer.  
1639 ● Tasks: It develops SCI procedures, and establishes, controls, and disestablishes all theater army  
1640 SCIFs. The element provides classification and foreign disclosure guidance for SCI intelligence  
1641 and operations products. It controls all SCI materials, and reviews intelligence prior to its  
1642 dissemination outside a SCIF. The element manages the Special Access Program (SAP).  
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## Chapter 10

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# Theater Army Movement and Maneuver Cell

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10-1. The Theater Army Movement and Maneuver (M2) Cell is responsible for the synchronization and integration of theater army operations throughout the AO. Figure 10-1 Depicts the Theater Army 5.4 Movement and Maneuver Cell. The Movement and Maneuver Cell uses the future operations, current operations and plans cells to drive the operations process and enable the integration and synchronization 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 three integrating Cells are under the staff supervision of the G-3/DCS for Operations.

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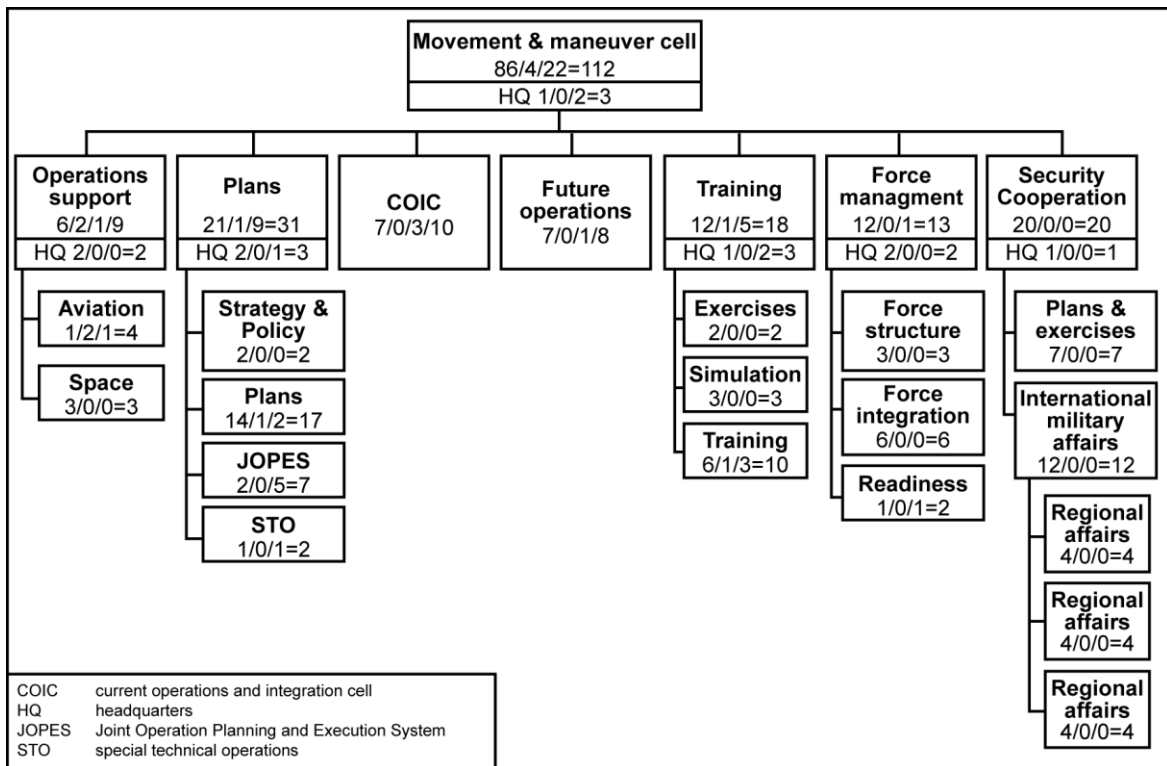
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**Figure 10-1. Theater Army 5.4 Movement and Maneuver Cell**

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10-2. Movement and Maneuver (M2) Cell

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- Mission: The Movement and Maneuver Cell synchronizes and integrates theater army operations throughout the AO.

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- Tasks: The Movement and Maneuver Cell synchronizes all current operations in order to provide the command with the COP and facilitate command and control of theater army assets within the GCC's AOR. The Cell provides the MCP with limited near-term planning element to develop Branches and produce WARNORDs, OPORDS, and FRAGOs to support the current phase of execution. It develops and prepares plans, strategy, policy that supports GCC tasked supporting plans, and implements the operations process to plan, prepare, execute and assess the command's exercise, simulation and training programs. The Movement and Maneuver Cell

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1665 plans, coordinates and executes all international engagement and security cooperation for the  
1666 theater army as directed by the GCC TSCP and theater army commander's initiatives.

- 1667 ● Processes: The Movement and Maneuver Cell, through its three integrating Cells, drives and  
1668 directs the Operations Process and other subordinate processes, including the MDMP/JOPP  
1669 planning processes, the D3A targeting process with the support of the Geospatial Planning Cell  
1670 (GPC), risk assessments and IPB. The Cell allocates its subordinate Divisions/Branches  
1671 between participating in theater army planning sessions, preparing or conducting Working  
1672 Groups, Boards and Cells, and supporting the CCP when deployed. The G3 not only integrates  
1673 operations and actions within the Movement and Maneuver Cell but also integrates all other  
1674 Warfighting Functional Cells into support for Operations.

1675 10-3. Movement and Maneuver Cell Headquarters Section

- 1676 ● Mission: The Headquarters Section manages the cells integration and synchronization of  
1677 operations in support of theater army requirements.
- 1678 ● Organization: The section consists of a G3, an Operations SGM, and a NCO/Driver.
- 1679 ● Tasks: The section integrates and synchronizes all aspects of theater army operations across all  
1680 Warfighting Functional cell and through the three integrating cells: current operations, future  
1681 operations, and plans. The section provides information and recommendations to the theater  
1682 army commander. The section manages information flow, and integrates LNOs and joint force  
1683 augmentation into the staff.

1684 10-4. Operations Support (OPS SPT) and Headquarters Section

- 1685 ● Mission: The Operations Support Section (OPS SPT) executes orders management, task  
1686 organization, and CCIR development tasks and manages update briefs to ensure the command  
1687 stays synchronized.
- 1688 ● Organization: The OPS SPT section consists of the Headquarters, Aviation and Space Elements.
- 1689 ● Tasks: The section conducts orders management task. The section manages the Battle Rhythm  
1690 through update briefs to ensure the command stays synchronized. It publishes orders assigning  
1691 missions to theater army subordinates while overseeing the execution of tasks as needed. The  
1692 section also provides the necessary reach-back for the CCP. The section assesses the operational  
1693 and tactical situation, develops CCIR, and supervises the task organization of theater army  
1694 subordinate units. The section establishes and operates the Current Operations and Integration  
1695 Cell (COIC) on a continuous basis and ensures it possesses all required operational functions.

1696 10-5. Aviation Operations Element

- 1697 ● Mission: The element manages aviation operations, and standardizes aviation safety planning  
1698 for theater operations.
- 1699 ● Organization: The element is composed of a chief, an aviation standardization officer, an  
1700 aviation safety officer and a NCOIC.
- 1701 ● Tasks: It provides aviation standardization and aviation safety policies and support to assist ISR,  
1702 sustainment, force protection, airspace control, and C2 operational planning. The element  
1703 monitors parallel collaborative planning with combatant commands, joint task forces, corps or  
1704 divisions, major subordinate commands, and joint, interagency, and multinational forces. The  
1705 element provides aviation qualified staff officers and NCOs to participate on Army and joint  
1706 boards, integrated planning teams (IPTs), working groups and centers as needed. The element  
1707 also conducts mobilization, deployment and redeployment planning. The element ensures task  
1708 organization of all subordinate aviation forces is completed, and recommends changes to  
1709 aviation operational standardization and safety TTPs, policies and processes. It reviews aviation  
1710 staff estimates, safety of flight messages, proposed TTP changes, and AOR flight procedures  
1711 guide.

1712 10-6. Space Element

- 1713 ● Mission: The Space Element plans, integrates, and coordinates space-based capabilities and  
1714 products (national, military, and commercial) to support theater army command and control to  
1715 ensure mission accomplishment.

- 1716 ● Organization: The element consists of a senior space operations officer and two space  
1717 operations/plans officers.
- 1718 ● Tasks: The element plans, integrates, and coordinates with USASMDC/ARSTRAT or the Joint  
1719 Functional Component Command-Space for space input to estimates, plans, orders and  
1720 operations. It coordinates full exploitation of military and civilian space platforms for  
1721 intelligence, focused surveillance, area reconnaissance, communications, and early warning.  
1722 The element coordinates for position and timing (PNT); Blue Force Tracking (BFT); combat  
1723 identification and precision engagement support. It coordinates for integrated tactical warning  
1724 and attack assessment; environmental monitoring, and dynamic tasking of space platforms. The  
1725 element facilitates augmentation by space forces when required and ensures reachback to all  
1726 supported forces.

1727 10-7. Current Operations and Integration Cell (COIC)

- 1728 ● Mission: The Current Operations and Integration Cell (COIC) conducts short-range planning,  
1729 issues orders, and monitors, assesses, collects and processes relevant operational information to  
1730 produce and disseminate a common operational picture (COP).
- 1731 ● Organization: The COIC is composed of seven officers and three NCOs. If required, the COIC  
1732 receives augmentation from the staff to expand the COIC's capability to plan, prepare, execute  
1733 and assess operations.
- 1734 ● Tasks: The COIC uses plans, and orders to integrate, synchronize and supervise AO operations.  
1735 The COIC communicates operational and strategic-level information, maintains current force  
1736 status, and evaluates information to assess their impact on operations. The COIC monitors and  
1737 coordinates activities involving the reception and onward movement of Army forces in the AOR.  
1738 It determines the operational impacts of delayed or diverted shipments for strategic movement.  
1739 The COIC manages the RFI process for the headquarters. The section analyzes higher, adjacent,  
1740 sister service and multinational orders for task affecting the theater army. The cell manages the  
1741 establishment, and operation of the common operational picture (COP).

1742 10-8. Future Operations (FUOPS) Cell

- 1743 ● Mission: The Future Operations (FUOPS) Cell refines and modifies plans and orders based on  
1744 current situation, develops Branches and assesses mid-range progress of operations, typically  
1745 within a 24-96 hour planning window, or as established by the commander.
- 1746 ● Organization: The cell is composed of the chief, six functional plans officers and one NCO. If  
1747 required, FUOPS receives augmentation from the staff to expand the cell's capability to plan,  
1748 prepare, execute, and assess operations.
- 1749 ● Tasks: The cell manages the Global Force Management process for the theater army to include  
1750 Requests for Forces (RFF) from both internal and external sources. It manages GFM  
1751 Deployment Orders (DEPODs) and modifies OPLANS to OPORDs for crisis action planning.  
1752 It is responsible for mid-range planning and the assessment of operations. It develops OPORDs  
1753 for smaller scale contingency operations commanded and controlled by the CCP. It provides a  
1754 mid-range planning element to develop branches and produces WARNORDs, OPORDS, and  
1755 FRAGOs to support the current phase of execution.

1756 10-9. Plans Cell and Headquarters Element

- 1757 ● Mission: The Plans cell develops long-range theater plans, policy and strategy in support of the  
1758 theater army commander, typically beyond a 96 hour planning window or as established by the  
1759 commander.
- 1760 ● Organization: The Plans Cell consists of the following elements: Headquarters, Strategy and  
1761 Policy, Plans, JOPES, and Special Technical Operations (STO). The Headquarters Element  
1762 consists of a Division Chief, Operations Officer and Senior Operations NCO.
- 1763 ● Tasks: The cell is responsible for developing long-range theater plans, policy and strategy for  
1764 the theater army commander in support of the GCC. It reviews the current situation, assesses  
1765 national and theater strategies, and reviews national and international security considerations for  
1766 possible implications for AO operations. It prepares staff estimates and develops courses of  
1767 action in support of the GCC theater strategy, campaign plans, OPLANS, and OPORDS. The

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1768 cell participates and collaborates during contingency, crisis action, and campaign planning to  
1769 develop theater army supporting plans. It issues planning guidance, operational direction and  
1770 assigns tasks for subordinate unit's planning. The cell develops deception plans.

1771 10-10. Strategy and Policy Section

- 1772 ● Mission: Strategy and Policy Section provides a running assessment of the theater strategic  
1773 environment and analysis of U.S. strategic policy to theater army commander. The section  
1774 assists in the development of regional programs and policies in support of Phase 0 operations.
- 1775 ● Organization: The section is composed of element chief and a plans officer.
- 1776 ● Tasks: The section reviews the current situation, assesses national and theater strategy, and  
1777 reviews national and international security considerations for the AO from the theater army's  
1778 perspective. It assists the plans element in developing staff estimates and courses of actions for  
1779 OPLANS and policy that support the GCC's theater strategy, campaign plans, OPLANS, and  
1780 OPORDS. The section reviews and provides analysis, comment and summation of the Unified  
1781 Command Plan, and Guidance for the Employment of Forces (GEF). It determines Army force  
1782 and structure requirements to support GCC OPLANS and theater strategy. It provides advice on  
1783 force structure of theater army TOE/MTOEs, APS realignment, and QDR.

1784 10-11. Plans Section

- 1785 ● Mission: The Plans section develops theater army OPLANS and CONPLANS in support of GCC  
1786 requirements IAW Guidance for Employment of Force (GEF), Joint Strategic Capabilities Plan  
1787 (JSCP), and HQDA. The cell focuses on long-range assessments of current operations.
- 1788 ● Organization: The Plans Cell is composed of seventeen personnel: one Cell Chief, one deputy  
1789 chief, eleven plans officers, one request for forces management officer, one airspace  
1790 management warrant officer and two senior operations sergeants.
- 1791 ● Tasks: The Plans Cell determines theater warfighting requirements, solutions, and concepts by  
1792 developing and coordinating the theater army portion of GCC OPLANS and CONPLANS for  
1793 major and small-scale contingency operations to include joint and multinational forces. It  
1794 incorporates military deception into the plans in order to manipulate enemy operational  
1795 commanders' perceptions and expectations to conceal friendly actions. It determines theater  
1796 army force size and structure requirements by developing and coordinating theater army force  
1797 requirements and issuing planning guidance. The cell combines plans from other MCP staff  
1798 Elements into one integrated planning document. Additionally, the Plans Cell coordinates and  
1799 integrates component, theater, and other support to ensure mutual understanding, integration,  
1800 and support. It executes this task by coordinating with higher and adjacent commands. It  
1801 reviews higher headquarters policy and publications for their impact on the theater army's  
1802 support to projected campaigns or major operations. The Plans cell provides policy, tasks, and  
1803 guidance on the development of subordinate unit supporting plans. The Chief of Plans is  
1804 responsible for developing theater army OPLANS and CONPLANS in support of GCC  
1805 OPLANS, OPORDS, and campaign plans for the AOR. He provides leadership and supervision  
1806 to the cell, various operational planning groups and teams when activated. The Deputy Chief of  
1807 Plans assists the Chief and serves as lead planner for plans and projects. He ensures work and  
1808 projects within the cell are properly coordinated both internally and externally. The assigned  
1809 plans officers coordinate and synchronize operations into the theater army operations plans and  
1810 CONPLANS in support of GCC OPLANS, OPORDS and campaign plans for the AOR. The  
1811 Senior Operations Sergeant First Class assists the Chief of Plans Cell with day-to-day  
1812 operations. He supervises the administrative support to the various operational planning groups  
1813 and teams when activated.

1814 10-12. Joint Operations Planning and Execution System (JOPES) Section

- 1815 ● Mission: The JOPE Section establishes procedures for the development and execution of time-  
1816 phased force and deployment data (TPFDD) throughout the planning continuum to include,  
1817 exercises.
- 1818 ● Organization: The section is composed of one chief, one operations officer, one transportation  
1819 management NCO and four information NCOs.



- 1820           ● Tasks: The section manages the JOPES, TPFDD, and request for forces (RFF) processes for the  
1821 theater army. The section coordinates with the Strategy and Policy Element and Plans Cell for  
1822 force requirements, mobilization, and deployment plans. The section enters theater contingency  
1823 and operations plans are entered into the JOPES system. The section operates and maintains the  
1824 global command and control system (GCCS) and global command and control system-Army  
1825 (GCCS-A) systems for the theater army. The section develops the TPFDD for theater army  
1826 OPLANS and OPORDS. The section conducts transportation feasibility analysis during TPFDD  
1827 development.
- 1828   10-13. Special Technical Operations (STO) Element
- 1829           ● Mission: The element plans, coordinates and integrates STO into theater army plans, operations,  
1830 and exercises and facilitates the execution of STO and other sensitive activities.
- 1831           ● Organization: The element consists of a chief and an NCO.
- 1832           ● Tasks: The STO Element plans, integrates and coordinates all aspects of STO with the rest of  
1833 the staff and maintains the STO estimate. The element advises the theater army commander and  
1834 staff on STO plans, policies, and activities conducted in the AOR. The element coordinates with  
1835 combatant commands, services, and joint staff STO offices for support and approval of STO  
1836 activities as required. It supports sensitive operational and planning activities within the Army  
1837 HQ and subordinate units as required. It performs security management and administrative  
1838 functions to support STO activities.
- 1839   10-14. Training Section and Headquarters Element
- 1840           ● Mission: The Training section plans, prepares, executes and assesses the command's exercise,  
1841 simulation and training programs.
- 1842           ● Organization: The section consists of the following elements: Headquarters, Exercise,  
1843 Simulations, and Training. The HQs Element consists of a chief, an operations NCO and a  
1844 supply NCO.
- 1845           ● Tasks: The section plans, coordinates, directs and executes training and exercises for the theater  
1846 army. It deploys within the AOR to support theater army training and exercises. It monitors  
1847 available training facilities and areas for readiness. The section accounts for simulation  
1848 equipment within the AO. The section plans, prepares, executes, and assesses the theater army's  
1849 service, joint, interagency, and multinational training and education programs. It supervises the  
1850 planning and coordination for all Joint Chiefs of Staff (JCS) and GCC directed exercises. The  
1851 section monitors the deployment and employment of theater forces and supporting RC forces in  
1852 the execution of exercises and training events throughout the AOR.
- 1853   10-15. Exercise Element
- 1854           ● Mission: The Exercise element plans, prepares, executes, and assesses the theater army HQ's  
1855 service, joint and multinational training and education programs.
- 1856           ● Organization: The Exercise element consists of two Plans and Exercise Officers.
- 1857           ● Tasks: The element provides guidance for training individual replacements and units. The  
1858 element certifies the readiness of units deploying into the AOR as part of the RSO&I process.  
1859 The element provides the commander with a capability to conduct mission rehearsal and mission  
1860 planning using models and simulations. It prepares regional cultural and environmental  
1861 awareness training packages for units deploying into the AOR. It monitors the readiness and  
1862 adequacy of training facilities and training areas available to the command and assesses their  
1863 effectiveness. The element provides exercise planning and execution for simulations supporting  
1864 the theater security cooperation strategy.
- 1865   10-16. Simulation Element
- 1866           ● Mission: The Simulations element plans, prepares, and executes mission rehearsal and planning  
1867 for responsive models and simulations.
- 1868           ● Organization: The Simulations element consists of a chief, operations officer, and an  
1869 information system management officer.

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1870           ● Tasks: The element supervises and manages the overall simulation and training support  
1871 programs. The element determines the requirement for simulation models supporting the  
1872 various Army, Joint, Multinational, and AOR partners. It supervises and manages the  
1873 automation equipment and networks used during simulations supporting training and operational  
1874 events.

1875 10-17. Training Element

1876           ● Mission: The element plans, prepares, executes, and assesses professional education and  
1877 training programs. It allocates resources by providing guidance on the methods and means used  
1878 in training replacements and units.

1879           ● Organization: The element consists of a chief, an aviation training officer, two operations  
1880 officers, one training officer, a plans officer, an ammunition warrant officer, two master gunner  
1881 NCOs, and an operations NCO.

1882           ● Tasks: The element supervises and manages command training programs, overseas deployment,  
1883 and individual training. The element monitors the readiness of training facilities and training  
1884 areas to assess adequacy for training events. The element coordinates with tactical units for  
1885 range certification, and pre-deployment training standards. It conducts supportability  
1886 assessments for alternative employment options. They develop and maintain exportable training  
1887 packages to include ones addressing cultural and physical environments found within the AOR.  
1888 The element manages training ammunition, Mission Essential Task List development, and  
1889 training program assessments. They conduct staff and pre-exercise training. They plan and  
1890 direct training and certification of selected personnel on U.S. and multinational emergency  
1891 action procedures.

1892 10-18. Force Management Section (FMS) and Headquarters Element

1893           ● Mission: The Force Management Section (FMS) directs and executes documentation,  
1894 modernization integration and readiness functions for the theater army commander.

1895           ● Organization: The section consists of the following elements: Headquarters, Force Structure,  
1896 Force Integration, and Readiness. The headquarters element consists of a chief and a readiness  
1897 officer.

1898           ● Tasks: The section provides continual daily requirements determination, prioritization and  
1899 resource distribution for the theater army, subordinate units and ARFOR(s) through periodic  
1900 B2C2WG and automated processes. It serves as the conduit between HQDA, and ARFOR(s)  
1901 within the AOR for determination and processing of requirements. It manages MTOEs and  
1902 TDAs through cyclic processes associated with the Army Structure Message (ARSTRUC), Total  
1903 Army Analysis (TAA), Command Plan (CPLAN) and Program Objective Memorandum (POM)  
1904 processes. It compiles and submits ARFOR, Unit Status Reports (USRs) within the AOR to  
1905 HQDA.

1906 10-19. Force Structure Element

1907           ● Mission: The element manages all force modernization task for the theater army. It manages  
1908 input for program budget guidance, and addressing command initiatives.

1909           ● Organization: The element consists of a chief and two force structure officers.

1910           ● Tasks: The element conducts special MTOE and TDA studies and analysis. It publishes and  
1911 distributes command MTOEs and TDAs in coordination with staff elements. The element  
1912 manages force structure functions in accordance with the TAA process. It manages MTOEs and  
1913 TDAs in accordance with AR 71-32 and AR 570-4. It develops, coordinates, and carries out  
1914 force structure plans, programs, policies, procedures, and standards to include those of joint,  
1915 multinational, interagency or NGO organizations. The element determines manpower and  
1916 equipment requirements for the activation, inactivation, reorganization or modernization of the  
1917 force.

1918 10-20. Force Integration Element

1919           ● Mission: The element executes tasks for unit activation, inactivation, reorganization, or force  
1920 modernization.

- 1921 ● Organization: The element consists of an element chief and five force modernization officers.
- 1922 ● Tasks: The element executes tasks for unit activation, inactivation, reorganization, or force
- 1923 modernization. The element prepares input for the command's operating budget. The element
- 1924 executes coordination and oversight of unit set fielding activities. It manages all theater army
- 1925 HQ operational needs statements and rapid fielding requests to include those for maintenance.
- 1926 The element represents the theater army during the integrated priority list (IPL) development
- 1927 process. The element serves as the integrating agency for software blocking plans, execution,
- 1928 and certification.
  
- 1929 10-21. Readiness Element
- 1930 ● Mission: The element compiles and analyzes all unit status readiness reports.
- 1931 ● Organization: The element consists of a chief, and a senior NCO.
- 1932 ● Tasks: The Readiness element manages the assignment of unit identification codes for the
- 1933 theater army. It updates and inputs unit status and Army Force Registration reports into the
- 1934 appropriate databases.
  
- 1935 10-22. Security Cooperation Section and Headquarters Element
- 1936 ● Mission: The Security Cooperation Section (SCS) plans, coordinates and provides staff
- 1937 supervision over the execution of all international engagement and security cooperation
- 1938 activities in support of the Theater Security and Cooperation Plan(TSCP).
- 1939 ● Organization: The section is comprised of twenty Soldiers organized into the following
- 1940 elements: Headquarters, Training and Exercise, and International Military Affairs (IMA).
- 1941 ● Tasks: The section provides strategic and operational guidance on all Army exercises, training
- 1942 and other interaction with host nations in order to build defense relationships. The section plans
- 1943 and supervises the execution of all bilateral and multinational training events for the theater
- 1944 army through the Training and Exercises Element. The section interacts with host nation
- 1945 militaries and provides politico-military support to other nations, groups, and government
- 1946 agencies operating in the AOR. The SCS uses an assessment and engagement framework to
- 1947 coordinate with country teams for the implementation of Army tasks under the theater security
- 1948 cooperation plan.
  
- 1949 10-23. Plans and Exercise Element
- 1950 ● Mission: The Training and Exercise Element plans, prepares, executes, and assesses the theater
- 1951 army's participation in exercises designed to foster joint and multinational relations in the
- 1952 supported combatant command's AOR
- 1953 ● Organization: The Plans and Exercise Element is comprised of a chief, four plans and exercise
- 1954 officers, one sustainment planner, and one intelligence planner.
- 1955 ● Tasks: The element plans, prepares, executes, and assesses the theater army's participation in
- 1956 exercises designed to enhance operational readiness and foster joint and multinational relations
- 1957 in the supported combatant command's AOR. It plans, prepares, executes, and assesses training
- 1958 exercises and other security cooperation activities in coordination with various staffs across
- 1959 DoD, DoS, host nations or multinational partners. The section provides exercise planning and
- 1960 execution expertise in support of the supported combatant command's theater security
- 1961 cooperation plan.
  
- 1962 10-24. International Military Affairs (IMA) Element
- 1963 ● Mission: The International Military Affairs (IMA) Element provides politico-military support to
- 1964 Army warfighting headquarters commanding and controlling operations within the AO. IMA
- 1965 coordinates the provision of politico-military support to authorized governments and groups
- 1966 within supported JFC's JOA.
- 1967 ● Organization: The element is comprised of twelve Soldiers organized into three regionally
- 1968 focused elements of four officers each.
- 1969 ● Tasks: The IMA Element conducts foreign area studies and maintains running estimates on the
- 1970 capabilities, vulnerabilities, trends and outlooks for partner nation military establishments and
- 1971 local and regional threat assessments and forecasts. The element conducts liaison between U.S.

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1972 military forces, local authorities, and non-government organizations. It prepares and integrates  
1973 international military affairs considerations into operational plans and orders. It develops  
1974 cultural awareness products for inclusion into exportable training support packages for Army  
1975 and Joint forces operating in the AO. The element provides limited translator services for Army  
1976 forces operating within the AO. It advises commanders and staffs on relevant cultural issues and  
1977 political considerations for each country and inter-country relations within the AOR.  
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## Chapter 11

1981

# Theater Army Fires Cell

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11-1. The Theater Army Fires Cell plans, coordinates, integrates and synchronizes the employment and assessment of all strategic theater fires, including Command and Control Warfare, in support of current and future theater operations. 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 HQs Element, Joint Fires Section and Electronic Warfare Section as depicted in Figure 11-1. Theater Army 5.4 Fires Cell.

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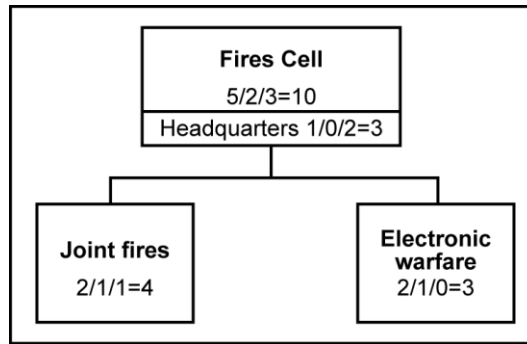


Figure 11-1. Theater Army 5.4 Fires Cell

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### 11-2. Main Command Post (MCP) Fires Cell

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- Mission: The Main Command Post (MCP) Fires Cell plans, coordinates, integrates and synchronizes the employment and assessment of strategic theater lethal/non-lethal fires and Command and Control Warfare with the Joint Fires Element of the GCC, other components, and deployed Army Combat Forces in support of current and future Army theater-wide operations.

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- Tasks: The MCP Fires Cell participates in the theater targeting process for engaging strategic targets with lethal/non-lethal fires and Command and Control Warfare. It establishes Army theater targeting guidance, develops recommended Army theater high payoff and high value targets, and provides theater strategic target recommendations to the CCDR for attack. The cell coordinates, integrates and assigns joint, interagency and multinational firepower to targets/target systems. It synchronizes theater strategic firepower to include Army, joint, interagency, and multinational component air assets, special operations forces, attack helicopters, maritime gun and missiles, Army rockets and missiles, and Command and Control Warfare (physical attack, electronic warfare, and computer network operations). The cell conducts theater electronic attack; conducts theater combat assessments (battle damage, munitions effects, re-attack requirements); develops planning guidance and coordinates precision engagement counter countermeasures; provides target intelligence for theater planning and execution and coordinates with the Battlefield Coordination Detachment (BCD) collocated with the respective Air Operations Center.

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### 11-3. Fires Cell and Headquarters Element

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- Mission: The Fires Cell plans, and coordinates theater command and control warfare and lethal/nonlethal fires in support of theater army plans.

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- Organization: The element consists of a Chief of Fires/ fire support coordinator (FSCOORD), an operations sergeant major and fire support NCO/driver.

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- Tasks: The element coordinates and manages theater army fire support activities and command and control warfare. The element coordinates staff activities with other staff sections, manages

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2014 operations, information flow, and personnel within the cell. The element receives and integrates  
2015 LNOs and joint force augmentation. The section maintains digital system connectivity and  
2016 manages the Fires Common Operational Picture.

2017 11-4. Joint Fires Section

- 2018 ● Mission: The Joint Fires Section prepares and develops plans and orders for the employment  
2019 and assessment of theater lethal/nonlethal fires in support of current and future campaign,  
2020 contingency, and Theater Security Cooperation (TSCP) plans.
- 2021 ● Organization: The section consists of a c, fires plans officer, field artillery intelligence warrant  
2022 officer, and a fire control sergeant.
- 2023 ● Tasks: The Joint Fires Section supports MCP planning requirements and participates in all  
2024 theater wide planning cells. It provides reachback to the CCP for fires planning. It conducts  
2025 theater wide fires planning for all campaign, contingency and TSCP, and develops the fires  
2026 portion of all plans and orders. The section identifies high-payoff and high-value strategic  
2027 targets. It recommends targeting objectives, targets and target sets, priorities and guidance to  
2028 support campaign and contingency planning.

2029 11-5. Electronic Warfare (EW) Section

- 2030 ● Mission: The Electronic Warfare (EW) Section conducts theater Command and Control Warfare  
2031 planning and conducts external integration, and synchronization of EW actions to include  
2032 Electronic Attack, Protect and Warfare Support. .
- 2033 ● Organization: The section consists of a chief, EW operations and plans officer, and a Signals  
2034 Intelligence/EW Support Warrant Officer.
- 2035 ● Tasks: The section coordinates and integrates joint, multinational, interagency Command and  
2036 Control Warfare support to the theater army. It determines national and agency Command and  
2037 Control Warfare capabilities and limitations. It also coordinates host nation and multinational  
2038 Command and Control warfare support, and plans theater electronic attack. The section  
2039 nominates networks for attack and exploitation and plans for computer network defense ICW the  
2040 G-6. It develops the recommended Command and Control Warfare targeting objectives, targets  
2041 and target sets, and priorities and guidance to support campaign and contingency planning. It  
2042 Identifies and prioritizes high payoff and high value Command and Control Warfare strategic  
2043 targets. It predicts, integrates, and synchronizes the effects of friendly and enemy EW with the  
2044 Intelligence Cell and the G-6/Signal Section. The section provides reach back capability for the  
2045 CCP. When directed the Section serves as the Jamming Control Authority.

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## Chapter 12

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# Theater Army Protection Cell

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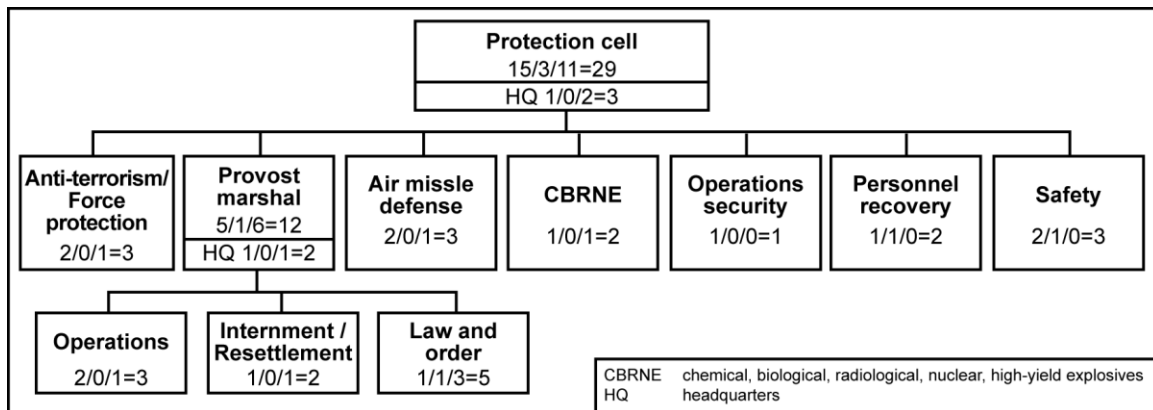
12-1. The Theater Army Protection Cell plans, develops, integrates and synchronizes operational protection programs, policies and plans within the AO to preserve the force. Figure 12-1 depicts the protection cell. The cell ensures the twelve protection tasks and associated systems are integrated into all operations and exercises. The cell leads the composite risk management process to identify and reduce risk and assist decision making for operations.

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**Figure 12-1. Theater Army 5.4 Protection Cell**

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### 12-2. Protection Cell

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- Mission: The Protection cell plans, develops, integrates and synchronizes operational protection programs, policies and plans within the theater army AO to preserve the force.

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- Tasks: The Theater Army protection cell provides protection input to numbered OPLANS, CONPLANS, OPORDs and specific functional plans, and serves as the HQDA, CCDR, and ASCC (when applicable) conduit for the dissemination and integration of protection policy and guidance at the operational level of war. It plans, assesses and provides staff oversight of protection functions and resources. It provides reach-back and surge capability for deployed CCP, monitors Theater Protection AT/FP situations and requirements, and provides MP, AMD, CBRNE, and PR planning and functionality into all operations. The Cell conducts collaborative and parallel planning with GCC and AMD Section, provides CBRNE technical advice concerning HQDA and GCC CBRNE requirements, and incorporates Composite Risk Management into orders and operations.

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### 12-3. Protection Cell Headquarters Element

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- Mission: The Headquarters Element provides management, direction and priorities for the cell to support theater army requirements.

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- Organization: The Theater Army Protection Cell HQ consists of the Protection Chief, Protection Operations SGM and driver.

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- Tasks: The element determines and prioritizes requirements, allocates resources, identifies issues, evaluates activities, 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.

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### 12-4. Anti-Terrorism/Force Protection Section

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- Mission: The Anti-Terrorism/Force Protection (AT/FP) Section establishes plans, programs, and policies focused on the prevention, detection and mitigation of terrorist activity and attacks against DoD forces.
  - Organization: The section consists of a chief, one engineer operations officer and one physical security NCO.
  - Tasks: The section develops and manages theater programs and plans for Anti-Terrorism and Force Protection (AT/FP). The section plans and coordinates the execution of specialized Anti-Terrorism and Force Protection (AT/FP) operations in the AO. It coordinates terrorism threat, vulnerability, criticality and risk assessment for installations, camps and troop concentrations. It oversees AT implementation and execution for theater security cooperation program. The section develops plans to prevent acts of espionage, sabotage, and terrorism. It coordinates with HN 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 (FPCON) requirements and reporting. He/she establishes AO policy for force protection and AT 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's physical security posture within the AO.

2097 12-5. Provost Marshal Section and Headquarters Element

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- Mission: The Provost Marshal (PM) Section plans, coordinates and synchronizes military police operations for the effective utilization of military police assets.
  - Organization: The section consists of twelve personnel organized into four elements.
  - Tasks: The section performs theater army Title 10, ASOS, and executive agent responsibilities for military police operations. The section provides guidance and monitors the implementation of theater army military police (MP) policies, programs and orders. It conducts criminal investigations requiring Criminal Investigation Division (CID) and MP investigative support. It conducts Police Intelligence Operations, and establishes linkages to local police agencies and other law enforcement agencies. The section conducts law enforcement and vulnerability countermeasures, and 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 & Order Detachments, and Internment and Resettlement. The section coordinates and conducts police engagement with multinational, host nation, and civilian police authorities in support of operations.

2112 12-6. Operations Element

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- Mission: The Operations Element coordinates with the theater army staff and external organizations to synchronize military police (MP) support in the AO.
  - Organization: The element consists of a chief, operations officer and an operations senior NCO.
  - Tasks: The element develops and manages MP input to estimates, plans, and orders. The section monitors the execution of MP operations in the AO. The element ensures MP specific administrative and logistical support is available to deployed MP forces supporting operations or exercises. The element coordinates for training and material enhancements to MP forces located in the AOR. The element provides theater army guidance on non-lethal tactics, weapons, ammunitions, effects and systems.

2122 12-7. Internment/Resettlement (I/R) Element

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- Mission: The Internment/Resettlement (I/R) Element develops plans, policies and orders to ensure I/R considerations are included in force protection efforts.
  - Organization: The element consists of a chief and one I/R NCO.
  - Tasks: The Internment and Resettlement (I/R) Element manages DoD Enemy Prisoner of War (EPW), Internee and Detained Personnel (DP) programs. The element plans, coordinates, provides, and facilitates staff supervision for the following: detainee operations, populace /resource control, U.S. military prisoner confinement, and dislocated civilian resettlement. It



2130 coordinates multinational support for I/R operations, coordinates support to populations during  
2131 noncombatant evacuation operations, and provides detainee reporting and data management.

2132 12-8. Law and Order (L&O) Element

- 2133 ● Mission: The Law and Order (L&O) Element develops plans, and coordinates L&O operations  
2134 in the AO.
- 2135 ● Organization: The element consists of a chief, a Police Intelligence Warrant Officer, a Senior  
2136 Military Customs Inspector NCO, a Military Working Dog Program NCO, and a Criminal  
2137 Intelligence NCO.
- 2138 ● Tasks: The element plans, coordinates, facilitates, and provides staff supervision for the  
2139 execution of Law and Order operations throughout the AO. Law and order operations consist of  
2140 the following: law enforcement, criminal investigations, traffic operations, host nation police  
2141 support, customs, and police intelligence operations. It coordinates support for the following:  
2142 Patrol, Military Working Dog, counter-drug, customs, and protective service operations. It  
2143 provides support to federal agencies for civil disturbances, immigration emergencies, and law  
2144 and order operations for the AO. The element provides theater law enforcement and criminal  
2145 investigation data management for the AO. The element manages the crime prevention program  
2146 for the AO. It manages Military Working Dogs (MWD) used by contract security in the AO. It  
2147 conducts joint, interagency, intergovernmental and multinational police coordination and liaison.

2148 12-9. Air and Missile Defense (AMD) Section

- 2149 ● Mission: The section develops plans, and policy for AMD synchronization in support of the  
2150 theater army AO.
- 2151 ● Organization: The section consists of a chief, one operations officer and a NCO.
- 2152 ● Tasks: The AMD Section coordinates operational-level AMD with Theater AMD  
2153 representatives, and other Service HQs, while serving as the primary operational and planning  
2154 link between the CCDR, the theater army, and HQDA for AMD related issues and policies. The  
2155 section develops AMD input to support theater army estimates, plans, and orders. It produces  
2156 and maintains AMD defense designs based on recommended AMD priorities. It assists Air  
2157 Space Management and Fires planners, as required. The section gathers intelligence, maneuver,  
2158 and logistical graphics and control measures products to support AMD planning. The section  
2159 plans, integrates and synchronizes apportioned AMD assets with maneuver requirements.

2160 12-10. Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section

- 2161 ● Mission: The CBRNE Section develops a comprehensive program focused on all aspects of  
2162 CBRNE /WMD within the AOR. It develops policy/plans to support the NMS-CWMD at  
2163 Theater level.
- 2164 ● Organization: The section consists of a chief and one senior EOD NCO.
- 2165 ● Tasks: The section provides contingency planning, analysis, coordination and staff supervision  
2166 across the AOR for CBRNE operations. The section plans and monitors consequence  
2167 management operations. It provides input for CBRNE force management and TPFFD processes.  
2168 The section coordinates and integrates CBRNE support with external organizations such as the  
2169 Defense Threat Reduction Agency, and the United States Army Nuclear and Combating WMD  
2170 agency. It monitors WMD sensitive site exploration operations in the AOR. The section  
2171 develops and refines plans covering toxic industrial materials and proper protocols and  
2172 procedures to mitigate and remove the hazard. It develops estimates, plans and orders to  
2173 coordinate CBRNE defense measures and provides warning and reporting. It synchronizes the  
2174 use of obscurants in the AOR. It develops plans and policies for explosive ordinance disposal in  
2175 the AO. The section maintains the theater reserve of CBRNE equipment and monitors AOR  
2176 WMD and arms control activities.

2177 12-11. Operational Security (OPSEC) Section

- 2178 ● Mission: The Operational Security (OPSEC) Section plans, coordinates, integrates,  
2179 synchronizes, reviews and refines OPSEC policies for the AO.
- 2180 ● Organization: The section consists of an OPSEC officer.

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2181 ● Tasks: The section organizes and manages the OPSEC program to include oversight of  
2182 subordinate's programs. It recommends critical information lists and essential elements of  
2183 friendly information (CIL/EEFI) to the commander. The section publishes an SOP with a  
2184 minimum of CIL/EEFI and appropriate OPSEC measures. The section conducts OPSEC  
2185 reviews of documents, interviews, contracts, DD Form 254, websites, and any other material that  
2186 discusses work related information prior to release for public distribution.

2187 12-12. Personnel Recovery (PR) Section

2188 ● Mission: The Personnel Recovery (PR) Section integrates PR guidance into mission planning  
2189 and accomplishing Title 10 PR responsibilities.

2190 ● Organization: The section consists of an Aviation Officer and one Warrant Officer.

2191 ● Tasks: The section plans, coordinates, synchronizes, monitors and manages personnel recovery  
2192 missions in the AO. It integrates data from the Intelligence Warfighting Functional Cell to  
2193 continually refine and update personnel recovery efforts. The section monitors, tracks, and  
2194 reports on subordinate organization's personnel recovery operations. The section reviews and  
2195 updates PR programs and SOPs. The section oversees the Isolated Personnel Report (ISOPREP)  
2196 program. The section manages personnel recovery training, doctrine, and logistics for the  
2197 theater. The section assist subordinate commands in the development of their personnel  
2198 recovery program.

2199 12-13. Safety Section

2200 ● Mission: The Safety Section provides strategic safety planning and composite risk management  
2201 oversight for the theater army.

2202 ● Organization: The section consists of a chief, one safety officer and one Aviation warrant  
2203 officer. The Section Chief is part of the theater army commander's personal staff.

2204 ● Tasks: The section reviews orders, operations, and exercises to ensure that composite risk  
2205 management is incorporated. It conducts safety reviews and refines safety plans and orders for  
2206 implementation. The section conducts safety program evaluations, and conducts accident  
2207 investigation as necessary. The section reviews lessons learned, as well as accidents and  
2208 incidents from subordinate units to update safety policies and programs. The section provides  
2209 and coordinates accident investigation and reporting for the following; explosives safety  
2210 management, contracting, chemical, radiation, system, industrial, range, marine, and port safety.  
2211 It also coordinates accident investigation and reporting for the following; marine activities, safe  
2212 cargo operations, emergency planning and response, workplace inspections, training and tactical  
2213 safety.

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## Chapter 13

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# Theater Army Sustainment Cell

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13-1. The Theater Army Sustainment Cell integrates the diverse and separate functions of the G-1, G-8, G-4, Surgeon and Engineer Sections to include 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 ART 4.0 categories of maintenance, supply, field services, and some transportation tasks, human resource support (HRS), financial management (FM), Army Health Support (AHS) and Engineering Facilities and Construction. The theater army is responsible for planning and providing a wide range of functions and services to include Title 10, ASOS, and AEA. Figure 13-1 depicts the Theater Army 5.4 Sustainment Cell. The supported force may be joint, interagency, intergovernmental or multinational. The theater army provides support to contractors, civilians (including refugees and disaster victims), or members of non-governmental 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, G-1 Section, G-4 Section, G-8 Section, Surgeon Section and an Engineer Section.

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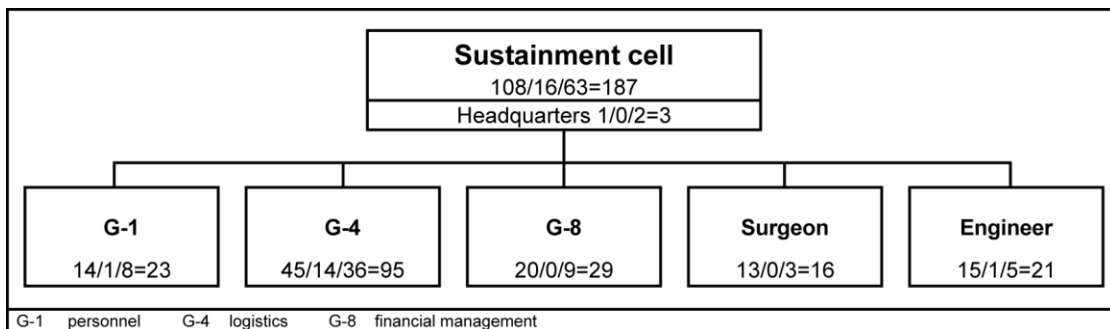
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**Figure 13-1. Theater Army 5.4 Sustainment Cell**

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13-2. Sustainment Cell Headquarters Element

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- Mission: The Headquarters Element manages and synchronizes sustainment operations for the theater army commander.

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- Organization: The HQs Section consists of the Sustainment Chief, the NCOIC, and a driver.

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

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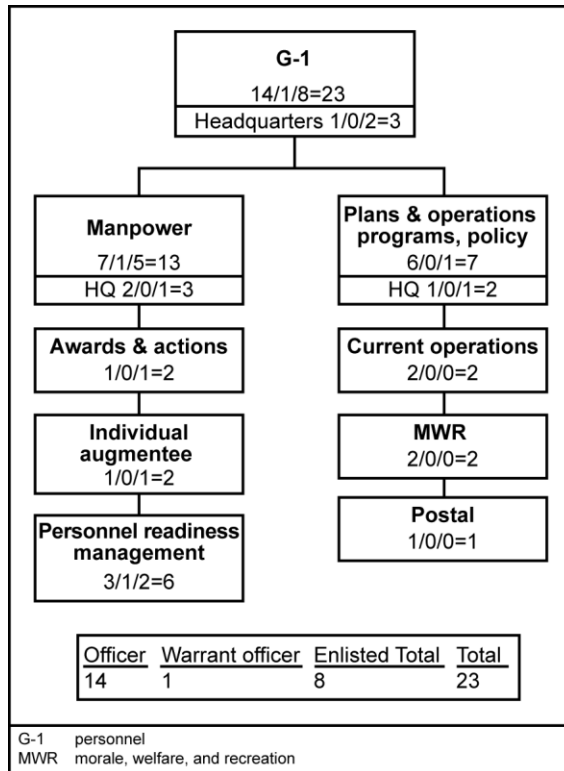
13-3. G-1 Division and Headquarters Section

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- Mission: The G-1 ensures the readiness and operational capabilities of forces by properly planning, prioritizing, coordinating, integrating, and managing theater army and/or joint level HR support. Figure 13-2 depicts the Theater Army 5.4 G-1.

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**Figure 13-2. Theater Army 5.4 G-1**

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- Organization: The G-1 Section consists of the Manpower Section and a Plans, Operations, Programs and Policy Section. The G-1 HQs Element consists of the Section Chief, a Human Resources SGM and a Junior NCO.

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- Tasks: The G-1 Section develops and promulgates human resources (HR) policy, plans, priorities and procedures for the theater. A few examples are casualty and postal operations, strength reporting, and the Rest and Recuperation (R&R) and the Morale, Welfare, and Recreation (MWR) programs. The Cell provides operational oversight of HR support and training programs.

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13-4. Manpower Section and Headquarters Element

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- Mission: The Manpower Section establishes policy for and manages the theater army awards and personnel readiness programs for the AOR.

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- Organization: The Manpower Section is comprised of a HQ Element and three additional Elements: Awards and Actions, Individual Augmentation, and Personnel Readiness Management. The HQs Element has a Section Chief, Strength Accounting Officer and Senior Human Resources NCOIC.

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- Tasks: 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 executes the following tasks: 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.

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13-5. Awards and Actions Element

- 2265 ● Mission: The Awards and Actions element establishes, and manages the theater army's awards  
2266 program.
- 2267 ● Organization: The Awards and Action Element is comprised of a Personnel Officer and a HR  
2268 NCO.
- 2269 ● Tasks: The element supports the G-1 in building, generating, coordinating, and sustaining Army  
2270 and or joint awards and personnel actions programs, policies, and procedures. It provides  
2271 regulatory guidance on awards and personnel actions in coordination with subordinate  
2272 commands. The element coordinates and monitors actions forwarded to the Department of the  
2273 Army for approval. The element coordinates congressional actions and line of duty  
2274 investigations.
- 2275 13-6. Individual Augmentee (IA) Management Element
- 2276 ● Mission: The Individual Augmentee (IA) element establishes policy and manages the IA  
2277 process for the theater army.
- 2278 ● Organization: The IA management element is comprised of one officer and one NCO.
- 2279 ● Tasks: The IA Element coordinates and manages individual augmentation for theater forces. It  
2280 reviews, analyzes, and processes man-power requests for active component, ARNG, USAR, and  
2281 retiree recalls filling WIAS positions. The element coordinates with HQDA, HRC, and  
2282 commands on the deployment process and priorities for personnel placement in contingency  
2283 operations based on Joint Services and SECDEF priorities of fill. It assists and manages  
2284 personnel actions to include extensions and renewal of position requirements. The element  
2285 manages and maintains the Army portion of joint manning documents.
- 2286 13-7. Personnel Readiness Management Element
- 2287 ● Mission: The personnel readiness management element manages personnel readiness for theater  
2288 army forces in the AOR.
- 2289 ● Organization: The personnel readiness management element consists of an Element Chief,  
2290 Strength Accounting Officer, Readiness Officer, a Military Personnel Warrant Officer and two  
2291 Senior Human Resources NCOs.
- 2292 ● Tasks: The element assists the operations element and headquarters section in building,  
2293 generating, coordinating, and sustaining theater army officer and enlisted management  
2294 programs, systems, policies, and procedures. The element manages readiness, replacement, and  
2295 accountability of officers and enlisted personnel. It manages strength reporting, reconstitutes  
2296 forces, and receives subordinate JPERSTAT. It analyzes, compiles, and submits JPERSTAT  
2297 reports and compares them with theater personnel databases. The element assists in USR  
2298 reporting. It downloads, reviews, and publishes results of promotion lists, and processes  
2299 strength related personnel actions.
- 2300 13-8. Plans and Operations Programs and Policy Section and Headquarters Element
- 2301 ● Mission: The plans and operations programs, policy section provides the theater army with  
2302 current operations support, planning, Morale Welfare and Recreation (MWR) and postal support.
- 2303 ● Organization: The plans, operations, programs and policy section consists of four elements.  
2304 They are HQ, current operations, MWR, and postal. The HQs Element consists of a Section  
2305 Chief and Senior Human Resources NCO.
- 2306 ● Tasks: The Plans, Operations, Programs and Policy Section facilitates the tracking and  
2307 management of HR operations in the AOR. It maintains a G-1 common operating picture. It  
2308 provides HR representation for theater army planning and exercises. It develops and coordinates  
2309 future HR plans and operations. The section in coordination with the Human Resources  
2310 Sustainment Center (HRSC) participates in joint operational planning (JOPES). It conducts  
2311 casualty operations and replacement policies and planning. It develops R&R policy,  
2312 synchronizes MWR activities, and provides oversight for casualty operations. The section  
2313 manages and oversees theater postal operations including the development and integration of  
2314 policies and procedures.
- 2315 13-9. Current Operations Element

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- 2316 ● Mission: The Current Operations Element provides HR coordination and oversight of current  
2317 operations.
- 2318 ● Organization: The Current Operations Element consists of two Human Resources Officers.
- 2319 ● Tasks: The Current Operations Element, in coordination with the Human Resources  
2320 Sustainment Center, executes HR planning and operations. It provides policy guidance and staff  
2321 supervision for HR operations. It conducts analysis of human resource and casualty operations.  
2322 It provides HR input for estimates, plans, and orders. It integrates non-combatants evacuation  
2323 into analysis and plans. The element supports the G-1 in building, generating, coordinating, and  
2324 sustaining theater army and/or joint human resources plans and operations systems, policies, and  
2325 procedures.

2326 13-10. Morale, Welfare, and Recreation (MWR) Element

- 2327 ● Mission: The Morale, Welfare, and Recreation (MWR) Element establishes policy, coordinates  
2328 and manages MWR activities and services for the theater army.
- 2329 ● Organization: The MWR Element consists of two Human Resources Officers.
- 2330 ● Tasks: The Morale, Welfare, and Recreation (MWR) Element establishes MWR policy. It  
2331 coordinates and manages MWR activities and services for the theater army. It acquires host-  
2332 nation support (HNS) for MWR activities. It supports Recreation & Recuperation (R&R) sites,  
2333 locations, and activities. It develops and coordinates with AAFES, Red Cross, and USO/AFE to  
2334 develop and maintain Wartime Standards of Service. The element manages unit MWR funds  
2335 plus the R&R, and MWR Trip Programs. It also manages donations, USO procedures, and  
2336 polices governing operational deployments.

2337 13-11. Postal Element

- 2338 ● Mission: The Postal Element establishes postal policies and manages postal operations for the  
2339 theater army.
- 2340 ● Organization: The Postal Element has one postal officer.
- 2341 ● Tasks: The Postal Element coordinates with the Human Resources Sustainment Center, Theater  
2342 Support Command, and the Military Postal Service Agency for postal operations throughout the  
2343 AOR. It develops and integrates postal policies and procedures for the AOR. It develops and  
2344 coordinates contractual postal support operations.

2345 13-12. G-4 Section and Headquarters Element

- 2346 ● Mission: The G-4 section develops plans and policies, establishes priorities, integrates logistics,  
2347 and assesses readiness. The sections inside the G-4 do not manage commodities but rather  
2348 establish policies, plans, and priorities for execution and synchronization by the TSC. Figure  
2349 13-3 depicts the Theater Army 5.4 G-4.

**Figure 13-3. Theater Army 5.4 G-4**

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- 2351 ● Organization: The G-4 Section consists of a HQ Element and three Sections: Plans, Exercises,  
2352 Programs, Policy; Sustainment Operations; and Mobility Operations. The HQ section consists  
2353 of the G-4, the Senior Logistics NCO, and one Supply NCO.
- 2354 ● Tasks: The primary function of the G-4 is to assess, coordinate, integrate, direct, and provide all  
2355 theater army and/or joint sustainment operations and programs. It provides planning, policy and  
2356 staff oversight of Title 10 and ASOS requirements in support of theater missions. It supports the  
2357 CCP, when deployed.

2358 13-13. Plans, Exercises, Programs, Policy (PEPP) Section and Headquarters Element

- 2359 ● Mission: The Plans, Exercises, Programs, Policy (PEPP) section prepares the concept of support  
2360 for estimates, plans, and orders. It analyzes, evaluates and monitors the force flow inputs for  
2361 OPLANS/CONPLANS for operations and exercises. It provides advice and guidance to  
2362 commanders and staffs concerning ASOS and ADCON resources.
- 2363 ● Organization: The PEPP Section consists of the following elements HQs, plans, exercise, and a  
2364 program and policies. The HQs Element consists of the Branch Chief and one OPS NCO.

- 2365                   ● Tasks: The element compares all sustainment requirements and shortfalls for theater army,  
2366 multinational, and sister service forces executing operations and exercises. It develops processes  
2367 to evaluate operational contract support requirements. It plans, prepares, and executes the  
2368 programming and budgeting for sustainment support for exercises. The section develops the  
2369 logistics portion of plans and contingencies in support of the headquarters security strategy. He  
2370 publishes plans, programs and policies regarding ASOS and ADCON support to Army, joint,  
2371 and multinational forces forward stationed, transiting or operating within the AOR.
- 2372           13-14. Plans Element
- 2373                   ● Mission: The Plans Element prepares the concept of support for estimates, plans, and orders.  
2374                   ● Organization: The Plans Element is comprised of the Element Chief, one Acquisition Plans  
2375 Officer, one Aviation Logistics Plans Officer, and one Logistics Plans Officer.
- 2376                   ● Tasks: The Plans Element prepares the concept of support for estimates, plans, and orders. It  
2377 analyzes, evaluates and monitors TPFDD input for estimates, plans, and orders. The element  
2378 compares all sustainment requirements and shortfalls for theater army, multinational, and sister  
2379 service forces executing operations and exercises. The element manages the acquisition and the  
2380 life cycle management processes. These processes include the development and coordination of  
2381 materiel fielding plans, operational contract support related plans, and specific analysis of  
2382 acquisition strategies. The element conducts pre-deployment planning, and in coordination with  
2383 the G-3, ensures the integrated flow of contractors into theater. The element monitors the  
2384 execution of materiel fielding and contract support integration plans and provides analysis and  
2385 recommendations for both. The element provides command policy and planning guidance on  
2386 aviation maintenance and logistics.
- 2387           13-15. Exercise Element
- 2388                   ● Mission: The Exercise Element is responsible for developing, coordinating, and monitoring  
2389 logistical support of exercises.
- 2390                   ● Organization: The exercise Element is comprised of the Element Chief, one Operations Officer  
2391 and one Senior Operations NCO.
- 2392                   ● Tasks: The element develops, coordinates, and monitors logistical support of exercises based on  
2393 contingency plans and operations. The element develops, plans, and coordinates all aspects of  
2394 logistics for Theater Security Cooperation operations and engagements.
- 2395           13-16. Programs and Policy Element
- 2396                   ● Mission: The Programs and Policy Element provides advice and guidance concerning ASOS  
2397 and ADCON resources to commanders and staffs and manages internal G4 budget for travel,  
2398 TDY and Sustainment Cell needs.
- 2399                   ● Organization: The Programs and Policy Element is comprised of the Element Chief, one  
2400 Logistics P&P Officer and one Programs Officer.
- 2401                   ● Tasks: The Programs and Policy Element manages the programming and budgeting for  
2402 logistical contracts supporting operations and exercises. It coordinates funding supply support  
2403 from other sources, theater infrastructure programs, and wartime host nation support agreements.  
2404 It develops and enforces theater sustainment policies as required. The element interprets Army  
2405 managerial policy for the subsequent development of theater army policies. It consolidates G-4  
2406 inputs for submission into the PPBES and Integrated Priority List processes. The element  
2407 develops command budget submissions, conducts program reviews and maintains program  
2408 information for G-4 staffing requirements. The element provides advice and guidance  
2409 concerning ASOS resources to commanders and staffs. The element manages internal G-4  
2410 budget for travel, TDY and Sustainment Cell requirements.
- 2411           13-17. Sustainment Operations Section and Headquarters Element
- 2412                   ● Mission: The Sustainment Operations section coordinates and monitors logistics operations and  
2413 provides sustainment for all classes of supply in the AO.
- 2414                   ● Organization: The Sustainment Operations section consists of a Headquarters element and seven  
2415 other elements: Current Operations, Supply and Services, POL/Water, Materiel Readiness,

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2416 Multi-National and Interagency, Munitions and Automations elements. The HQs Section is  
2417 comprised of the Chief and one Senior Logistics Services NCO.

- 2418 ● Tasks: The section coordinates and monitors logistic operations and provides oversight on all  
2419 classes of supply in the AOR. Sustainment Operations section reviews and provides input  
2420 regarding logistics support to all war and contingency plans. It coordinates Mortuary Affairs in  
2421 the Theater and serves as the Theater Executive Agent for the Joint Mortuary Affairs program.  
2422 The section is plans and coordinates ASOS and ADCON logistics support to the theater army.  
2423 The Sustainment Operations section establishes command policy for retrograde operations. It  
2424 directs the disposal and redistribution of captured enemy supplies and equipment. It also  
2425 coordinates host nation support requirements in the AOR.

2426 13-18. Current Operations Element

- 2427 ● Mission: The Current Operations Element is responsible for sustainment integration and  
2428 synchronization in the AOR.
- 2429 ● Organization: The Current Operations Element is composed of the Element Chief, one Logistics  
2430 Officer, one Senior Supply NCO and one Maintenance NCO.
- 2431 ● Tasks: The element provides policy guidance and staff supervision for sustainment operations.  
2432 It integrates and synchronizes the supply chain for the AOR. It monitors current operations and  
2433 ADCON and ASOS support responsibilities in support of forces. The element monitors the  
2434 maintenance operations status. The Current Operations Element produces the SITREP and  
2435 LOGSTAT reports with input from the sustainment cell. The element sets priorities, establishes  
2436 stock levels, provides staff oversight of critical materials and obtains support from the civilian  
2437 economy if needed. The element supports the CCP when deployed.

2438 13-19. Supply and Services Element

- 2439 ● Mission: The Supply and Services Element establishes and coordinates distribution of supplies  
2440 and services in AOR. It provides guidance and supervision for supply and service functions. It  
2441 assesses the effectiveness of the supply chain.
- 2442 ● Organization: The Supply and Services Element consists of six officers, four warrant officers  
2443 and six NCOs. It is organized as follows: an Element Chief, Class I Operations Officer, CL II,  
2444 III (P), IV Officer, Mortuary Affairs (MA) Officer and NCO, Aerial Delivery Warrant Officer,  
2445 Food Service Warrant and NCO, Supply Systems Warrant Officer, Logistics NCO, Field  
2446 Services NCO, CL VII Officer and NCO, Asset Visibility Officer, Property Book Warrant  
2447 Officer, and a Readiness NCO.
- 2448 ● Tasks: It coordinates and monitors the flow of Classes I, II, IV, VII and IX to Army, joint,  
2449 interagency and multinational forces in accordance with the theater army commander's  
2450 operational plans. It reviews subordinate unit supply and service plans. The element provides  
2451 policy guidance and staff supervision for supply and service functions and assesses the  
2452 effectiveness of the supply chain. It establishes property accountability standards in conjunction  
2453 with the DA G4. The element provides policy, guidance and tracks execution of retrograde  
2454 operations. It develops supply and services appendices for estimates, plans, and orders  
2455 supporting operations. The element coordinates theater mortuary affairs and serves as the  
2456 Executive Agent for the Joint Mortuary Affairs program. The element provides oversight of  
2457 aerial delivery operations in coordination with counterparts in the TSC/ESC. The element  
2458 provides planning, policy and coordination for food service operations in the AOR. The element  
2459 provides technical guidance to SSAs to establish, and maintain adequate supply stockage levels,  
2460 including floats, for the theater army. The element determines theater laundry and shower  
2461 requirements and provides field services input to OPLAN annexes. The element establishes,  
2462 evaluates, and monitors unit training and preventative maintenance programs for field services  
2463 units. The element monitors the operational readiness of Army prepositioned Stocks (APS);  
2464 Theater Provided Equipment (TPE) issue, accountability, and turn-in coordination; and Theater  
2465 Training support systems (TSS) equipment and stocks. The element maintains asset visibility  
2466 and accountability for CL VII equipment in AOR. The element provides deployment  
2467 requirements and instructions to units designated to use APS; TPE and TSE assets. The element  
2468 analyzes data and reports to recognize trends, and problem areas for subordinate units.



- 2469 13-20. POL and Water Element
- 2470 ● Mission: The POL and Water Element provides policy guidance and staff supervision for bulk
- 2471 Class III and water support operations in the AOR.
- 2472 ● Organization: The POL and Water Element consists of the Element Chief, one Petroleum
- 2473 Management Officer, one Petroleum Warrant Officer, one POL Operations NCO, and one Water
- 2474 Treatment NCO.
- 2475 ● Tasks: The element coordinates, monitors, and provides staff oversight of fuel and water
- 2476 support to Army, joint, interagency and multinational forces in accordance with the theater army
- 2477 commander's operations plan. The element develops policy guidance and staff supervision for
- 2478 bulk Class III(B) and water support operations in AOR. It develops Class III (B) and water
- 2479 support appendices for OPLANs and reviews subordinate units' plans. It interfaces and
- 2480 coordinates with the Joint Petroleum Office, DLA, and AMC regarding fuel and water support.
- 2481 The element monitors the water and petroleum usage of units to determine adequate theater
- 2482 stockage levels.
- 2483 13-21. Materiel Readiness Element
- 2484 ● Mission: The Materiel Readiness Element monitors and analyzes equipment readiness status
- 2485 and coordinate maintenance services and parts within the AOR.
- 2486 ● Organization: The Materiel Readiness Element consists of the Element Chief, Readiness
- 2487 Officer, Maintenance Warrant Officer, Aviation Maintenance Warrant Officer, Senior
- 2488 Maintenance NCO and Special Equipment Maintenance NCO
- 2489 ● Tasks: The Materiel Readiness Element, in coordination with the Theater Sustainment
- 2490 Command, determines the maintenance workload requirements (less medical) for the AOR. It
- 2491 coordinates recovery, salvage and evacuation operations, to include battle damage assessment.
- 2492 It determines maintenance time lines and provides staff oversight of the Class IX supply chain.
- 2493 The element formulates policy, procedures and directives related to materiel readiness. The
- 2494 element monitors and analyzes the equipment readiness status and coordinates maintenance
- 2495 services and parts within the AOR. The element provides and manages command policy and
- 2496 planning guidance on maintenance and logistics to include aviation. The element provides
- 2497 oversight of the maintenance reporting system, including special equipment, by collecting,
- 2498 analyzing maintenance reports.
- 2499 13-22. Multinational and Interagency Element
- 2500 ● Mission: The Multinational and Interagency Element coordinates theater army logistics support,
- 2501 less medical, for Multinational forces, US Agencies, NGOs, IGOs and PVOs.
- 2502 ● Organization: The Multinational and Interagency Element consists of the element chief, three
- 2503 logistics officers, host nation transportation officer, logistics operations NCO and a
- 2504 transportation management NCO.
- 2505 ● Tasks: The element develops estimates, plans, and orders to support theater army logistic
- 2506 support, less medical, to multinational forces, U.S. Agencies, NGOs, IGOs, and PVOs. It
- 2507 develops detailed requirement statements to negotiate support from the host nation. The element
- 2508 manages host nation, Acquisition and Cross Service Agreement and multinational support
- 2509 programs. The element conducts technical training on all programs it manages. It develops
- 2510 procedures to ensure multinational forces, U.S. Agencies, NGOs, IGOs, and PVOs reimburse
- 2511 U.S. forces for logistics support they received.
- 2512 13-23. Munitions Element
- 2513 ● Mission: The Munitions Element provides staff oversight of ammunition requisition, acquisition
- 2514 and storage within the AOR.
- 2515 ● Organization: The Munitions Element is comprised of the Element Chief, one Ammo
- 2516 Retrograde Officer, one Ammo Warrant Officer, one Ammo NCO supervisor, and one Ammo
- 2517 NCO.
- 2518 ● Tasks: The Munitions Element coordinates supply of arms, munitions and equipment in the
- 2519 theater. It is responsible for preparing and developing theater munitions policies and procedures,

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2520 in conjunction with HQDA and the Army Material Command (AMC). The element develops  
2521 policy concerning disposition of captured enemy ammunition. It develops the ammunition  
2522 concept of support for theater army operations plans and orders. It ensures sufficient  
2523 ammunition stocks are available and properly positioned in the theater. The section develops  
2524 plans and policy for ammunition retrograde operations. The element reviews plan for new or  
2525 proposed construction to ammunition facilities. The element provides representatives to boards,  
2526 centers and cells as required. It recommends priorities and controlled supply rates (CSR) for  
2527 publication in operations plans and orders.

2528 13-24. Automation Element

- 2529 ● Mission: The Automation Element establishes logistics STAMIS policy. It designs,  
2530 implements, and monitors the logistics STAMIS network for the AOR.
- 2531 ● Organization: The Automation Element is comprised of one Logistics Automation Management  
2532 Officer, one Information Systems Management Officer, one Senior Supply Systems Warrant  
2533 Officer and one Information Systems Warrant Officer.
- 2534 ● Tasks: The Automation Element develops logistics automation policy and prepares logistics  
2535 automation plans for the theater army. It designs the logistics STATMIS network architecture to  
2536 ensure connectivity between all echelons, services, agencies, multinational, and host nation  
2537 organizations. The element coordinates with the G-6 staff for communications requirements.  
2538 The element maintains a logistics common operating picture (LCOP).

2539 13-25. Mobility Operations Section and Headquarters Element

- 2540 ● Mission: The Mobility Operations Section serves as the primary technical advisor to the G4 on  
2541 all matters pertaining to theater transportation policy, support to deploying and redeploying  
2542 forces and the distribution of material.
- 2543 ● Organization: The Mobility Operations Section is comprised of the HQs and four elements.  
2544 They are the Distribution/Movement Operations, the Air Operations, Sea Operations and Land  
2545 Operations Elements. The HQs Element consists of the Branch Chief and Senior NCO.
- 2546 ● Tasks: The Mobility Operations section provides staff oversight of the distribution, retrograde,  
2547 and redeployment of equipment, personnel, supplies and services. It arbitrates conflicting unit  
2548 deployment and redeployment in coordination with the G3. The section provides technical  
2549 expertise on all theater transportation policy, and systems. It validates the TPFDD and provides  
2550 expertise on movement planning and execution. It manages JOPES operations for the theater. It  
2551 provides in-transit visibility for deployment and redeployment operations of personnel,  
2552 equipment, and material.

2553 13-26. Distribution and Movement Operations Element

- 2554 ● Mission: The Distribution and Movement Operations Element coordinates and monitors inter-  
2555 theater deployment and redeployment operations in the AOR.
- 2556 ● Organization: The Distribution and Movement Operations Element consists of the Element  
2557 Chief, Integration Operations Officer, Transportation Operations Officer, two Mobility Warrant  
2558 Officers, Transportation Operations Supervisor NCOIC, Staff JOPES/JFRG Movement Analyst  
2559 NCO, two Movement NCOs and an Information Technology Systems Administration NCO.
- 2560 ● Tasks: The Distribution and Movement Operations Element coordinates and matches  
2561 transportation resources and requirements. The element integrates data from disparate  
2562 deployment systems. It provides oversight for the distribution, retrograde, and redeployment of  
2563 equipment, personnel, supplies, services, and equipment for the theater. The element manages  
2564 the RSO&I and JOPES processes. It monitors STAMIS and other information sources to  
2565 maintain in-transit visibility of deploying forces and materiel to synchronize theater deployment,  
2566 RSOI and redeployment operations. The element establishes policy, procedures and oversight of  
2567 the inland container management program. The element integrates and prioritizes unit and  
2568 sustainment movements in the AOR. It analyzes and provides recommendations on the impact  
2569 of force-flow on RSO&I capabilities.

2570 13-27. Air Operations Element

2571 ● Mission: The Air Operations Element monitors the operation of aerial ports and contingency  
 2572 airfields to determine operational capabilities and limitations across the AOR.

2573 ● Organization: The Air Operations Element is comprised of an Air Movements Officer, one Air  
 2574 Operations officer, one Terminal Ops NCO, one Air OPS NCO, and one Staff Movements NCO.

2575 ● Tasks: The element plans and coordinates air movement operations, including host nation,  
 2576 common-user, special, and combined operations moves. The COMAFFOR is delegated  
 2577 operational control of Air Force assets normally, and if designated the joint force air component  
 2578 commander (JFACC), will typically exercise tactical control of air mobility forces made  
 2579 available to the JFACC. If the JTF requires additional air mobility forces beyond those already  
 2580 made available for tasking, additional augmentation may be requested. The COMAFFOR may  
 2581 appoint a director of mobility forces (DIRMOBFOR) to function as coordinating authority for  
 2582 air mobility with all commands and agencies, both internal and external to the JTF, including the  
 2583 JAOC, the 618th TACC, and the JDDOC and/or the joint movement center (JMC). The  
 2584 DIRMOBFOR will ensure the effective integration of intertheater and intratheater air mobility  
 2585 operations, and facilitate intratheater air mobility operations on behalf of the COMAFFOR. The  
 2586 DIRMOBFOR provides guidance to the air mobility division (AMD) on air mobility matters, but  
 2587 such guidance must be responsive to the timing and tempo of operations managed by the JAOC  
 2588 director. Specific duties of DIRMOBFOR include the following: 1) Coordinate integration of  
 2589 intertheater air mobility capability provided by USTRANSCOM. 2) Facilitate the tasking and  
 2590 effective and efficient employment of air mobility forces attached or assigned to the JFC in  
 2591 conjunction with the AOC commander. 3) Coordinate with the AOC director/commander and  
 2592 AMD chief to integrate air mobility operations supporting the JFC into the air assessment,  
 2593 planning, and execution process, and de-conflicted with other air operations. 4) Coordinate with  
 2594 the 618th TACC and Air Force Transportation Component of USTRANSCOM (AFTRANS) to  
 2595 ensure the joint force air mobility support requirements are met. 5) Assist in the integration and  
 2596 coordination of the multinational air mobility plan. An Air mobility liaison officer (AMLO) is  
 2597 located at division and above and facilitate intratheater airlift request validated and prioritized by  
 2598 the ASCC. Army units assign Ground liaison officers (GLO) to the JAOC/AOC and theater  
 2599 airlift EOCs on occasion to monitor and report on the current airlift situation to their parent unit.  
 2600 They also advise Air Force mission commanders and staffs on Army component air movement  
 2601 requirements, priorities, and other matters affecting the airlift situation. GLOs assigned to the  
 2602 JAOC/AOC report through the Battlefield Coordination Detachment (BCD). They are also the  
 2603 principal points of contact between the Air Force CRGs and Army arrival/departure airfield  
 2604 control groups (A/DACGs) for controlling Army theater airlift movements. The above material  
 2605 was attained from JP 3-17, Air Mobility Operations, 02 October 2009.

2606 13-28. Sea Operations Element

2607 ● Mission: The Sea Operations Element develops policies, programs and procedures for the  
 2608 movement of personnel, equipment, and material for theater sealift.

2609 ● Organization: The Sea Operations Element is composed of one Marine Terminal Officer, one  
 2610 Mobility Warrant Officer, one Watercraft Operations Warrant Officer, one Movement  
 2611 Operations NCO, and one Cargo Specialist NCO.

2612 ● Tasks: The Sea Operations Element develops policies, programs and procedures for the  
 2613 movement of personnel, equipment, and material by sealift and watercraft. It conducts planning  
 2614 and coordination for sealift and intra-theater watercraft operations. The Army component  
 2615 usually provides common user land and inland waterway transportation. It also conducts water  
 2616 terminal operations and, when necessary, logistics over the shore (LOTS) operations. It  
 2617 prioritizes and allocates sealift assets according to theater priorities. The element coordinates  
 2618 and integrates the operational efforts of the Sea Movements Element to support execution of the  
 2619 deployment and redeployment of rotational forces. It maintains in-transit visibility of materiel  
 2620 by sealift. The element monitors port clearance, berthing, staging and departure of forces and  
 2621 material from seaports. It maintains data on the sealift and terminal capabilities and limitations.  
 2622 It plans, coordinates and monitors seaports, Joint Logistics Over-the-Shore (JLOTS), and other  
 2623 lines of communication operations in coordination with SDDC. The element coordinates for  
 2624 port security.

2625 13-29. Land Operations Element

2626 ● Mission: The Land Operations Element formulates ground transportation and movement control

2627 policy across the AOR.

2628 ● Organization: The Land Operations Element is composed of one Element Chief, one Operations

2629 Officer, one Motor/Rail Officer, one Circulation Control Officer, one Mobility Warrant Officer,

2630 two Operations NCOs, one Highway Operations NCO and one Staff Movements NCO.

2631 ● Tasks: The Land Operations element establishes ground transportation and movement control

2632 plans, policies, and programs to manage surface movements. It establishes movement priorities

2633 for general, hazardous, joint, interagency, intergovernmental, multinational, and host nation

2634 cargo. The element coordinates with outside organizations for the clearance to transport

2635 HAZMAT, POL, Class V and other cargo causing transport issues. The element coordinates

2636 with the host nation to resolve port clearance, customs and tax issues. It monitors movement of

2637 forces and cargo using rail, highway or inland waterway assets. The element maintains the

2638 common operating picture of the surface transportation network. It provides alternatives when

2639 the surface transportation network experiences disruptions or degraded capabilities.

2640 13-30. G-8 Section and Headquarters Element

2641 ● Mission: The Theater Army G-8 manages all financial matters for the theater army. The

2642 Theater Army G-8 recommends the best allocation of resources to accomplish theater army

2643 missions. Figure 13-4 depicts the Theater Army 5.4 G-8.

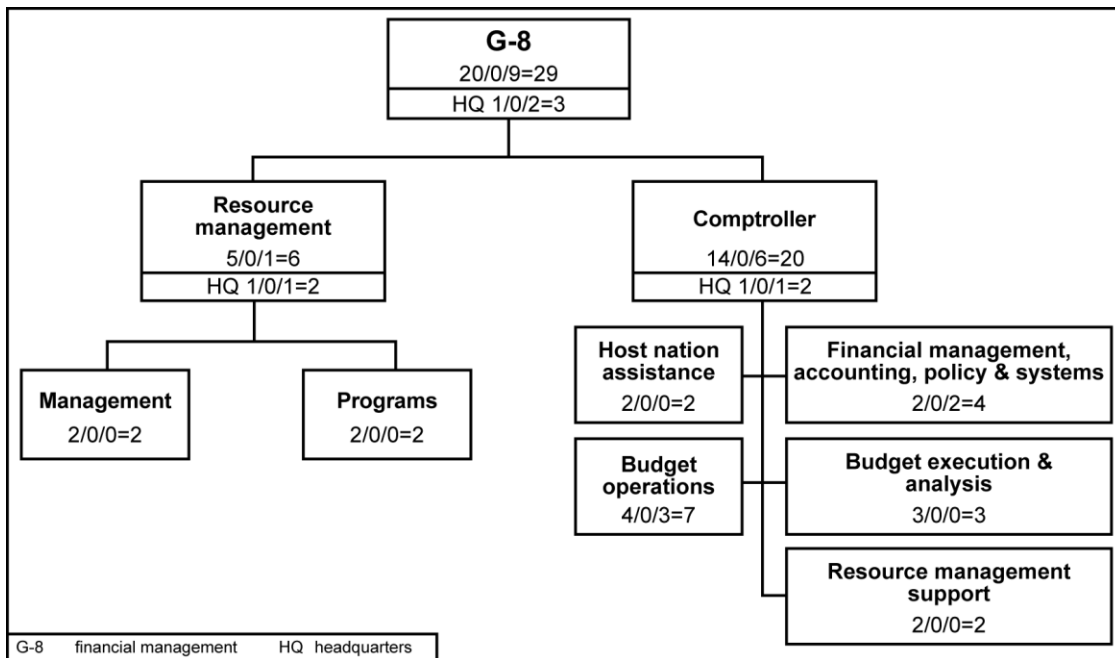


Figure 13-4. Theater Army 5.4 G-8

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2645 ● Organization: The G-8 is composed of a Headquarters and two sections, the Resource

2646 Management and Comptroller sections. The HQs section consists of the G-8, the Senior

2647 Financial Management NCO, and one Operations NCO.

2648 ● Tasks: The G-8 section develops, coordinates and synchronizes theater financial management

2649 policy, requirements, and support. It manages the Planning Programming Budget Execution

2650 (PPBE) process. It identifies resource requirements and determines sources of funding for

2651 administrative control (ADCON), Army Support to Other Services (ASOS), and executive agent

2652 (EA) activities. The G-8 section develops and implements a management control program and

2653 establishes cost management and accounting procedures.

2654 13-31. Resource Management (RM) Section and Headquarters Element

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- Mission: The Resource Management section plans and coordinates financial management policy and support for operations. It supervises and manages the Programming and Management Elements.
- 2658  
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- Organization: The Resource Management Section is composed of a Headquarters and two elements, the Management Element and the Programs Element. The HQs consists of the Section Chief and a Senior NCO.
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- Tasks: The element manages all financial management matters for the theater army. It provides input into the Planning, Programming Budget Execution process for the theater army. The element manages internal financial control and inspection programs, and coordinates for audits with external agencies. The element supervises the Plans and Programming and Management elements. The section coordinates force flow for financial management units. 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 (ADCON), Army support to other Services (ASOS), and Executive Agent responsibilities.
- 2670 13-32. Management Element
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- Mission: The Management element performs management functions for the command and monitors the orders process for resource implications.
- 2673  
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- Organization: The Management element consists of the Chief and a Management Analyst Officer.
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- Tasks: The Management element administers the financial management control program. It validates cost factors associated with requirements. The element conducts contract review and cost analysis and monitors current year program execution. It performs lean six sigma functions. The element coordinates audits with external agencies. It prepares financial management input for estimates, plans, and orders in support of operations.
- 2680 13-33. Programs Element
- 2681  
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- Mission: The Programs Element is responsible for submission of required fiscal documents. The element is the command fiscal expert and advisor on DOD, Joint Chiefs of Staff (JCS) and HQDA planning and programming documents (e.g. SPG, TAP).
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- Organization: The Programs Element consists of the Chief and a Comptroller officer.
  - Tasks: 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 DoD strategies and policies. It provides fiscal policy guidance for estimates, plans, and orders. It prepares the program objective memorandum (POM) and integrated priority list (IPL) input for the theater army. The element reviews and analyzes change proposals, program budget decisions (PBD), program decision memorandum (PDM), joint quarterly readiness review (JQRR) and Joint Requirements Oversight Council (JROC) for fiscal implications.
- 2693 13-34. Comptroller Section and Headquarters Element
- 2694  
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- Mission: The section provides accounting policy, advice, assistance, and cost management assessment for the theater army.
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- Organization: The Comptroller Section consists of a HQ and five additional elements: Host Nation Assistance Element; Budget Operations Element; Financial Management, Accounting, Policy, & Systems Element; Budget Execution and Analysis Element; and the RM Support Element. The HQs Section consists of one Section Chief and one Senior Financial Management NCO.
- 2701  
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- Tasks: It 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 MCP and the CCP. The section supervises and manages financial management systems oversight. It conducts joint fiscal reviews, cost accounting, past year liquidation and trend analysis in conjunction with the FMC. It provides accounting policy, assistance, and cost management assessment during the

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2707 development of estimates, plans, and orders. The section also prepares Budget Estimate  
2708 Submission (BES). The Comptroller provides oversight and supervision for

2709 13-35. Host Nation Assistance Element

- 2710 ● Mission: The Host Nation Assistance element supports theater-wide international arrangements  
2711 and assesses financial impacts.
- 2712 ● Organization: This element consists of a Chief and a Financial Management Officer.
- 2713 ● Tasks: The Host Nation Assistance element provides fiscal support, as required, to support host  
2714 nation agreements and negotiations. The element assist in coordinating the reimbursement or  
2715 sharing of cost related to support to host nation agreements. The element prepares host nation  
2716 support reports as required. It coordinates & synchronizes agreements and memorandums for  
2717 inter-agency and inter-service support requirements.

2718 13-36. Budget Operations Element

- 2719 ● Mission: The element monitors budget execution for current operations to ensure compliance  
2720 with fiscal law and current policy directives.
- 2721 ● Organization: The Budget Operations Element consists of an Element Chief, three Budget  
2722 Officers and three NCOs.
- 2723 ● Tasks: The Budget Operations element conducts economic analysis, forecasting, and contract  
2724 costing in support of current operations. The element coordinates the execution of ADCON &  
2725 ASOS financial management functions. It monitors the orders process for resource implications.  
2726 The element reviews and coordinates contingency cost estimates. It provides fiduciary advice,  
2727 assistance & technical oversight during current operations. It provides input for the financial  
2728 management systems. It determines best practices and most efficient fiscal courses of action.  
2729 The element performs current financial management planning. The element produces financial  
2730 management input to estimates, plans, and orders for operations.

2731 13-37. Financial Management, Accounting, Policy (FMAP) and Systems Element

- 2732 ● Mission: The Financial Management, Accounting, Policy (FMAP) and Systems Element  
2733 designs, integrates, and modifies the financial management systems design, integration and  
2734 modification.
- 2735 ● Organization: The FMAP consists of a chief, a Program Management Analyst Officer and two  
2736 Budget/FM NCOs.
- 2737 ● Tasks: The element establishes command finance and accounting advice, assistance and  
2738 technical oversight. It prepares financial and accounting reports, as required, to track costs. The  
2739 element manages the operations systems to account for financial obligations and disbursements.  
2740 The element analyzes system procedures, workflow, policies, to improve accounting operations  
2741 and budget execution. It manages prior year unexpired appropriations, DoD real estate cost,  
2742 equipment, supplies, civilian personnel, and other assets.

2743 13-38. Budget Execution and Analysis Element

- 2744 ● Mission: The Budget Execution and Analysis element executes the budget and certifies funds in  
2745 support of theater army operations.
- 2746 ● Organization: The Budget Execution and Analysis Element consist of a Chief, plus the Budget  
2747 and Financial Management Officers.
- 2748 ● Tasks: The Budget Execution and Analysis element coordinates with Army staff, supporting  
2749 units, host embassies, host nation personnel, and the Combatant Command for budget execution  
2750 and fund certification. The element provides fund control, monitors fund execution, tracks and  
2751 reports costs and obligations. It manages purchase request and commitments. It processes TDY  
2752 claims and manages the Defense Travel System.

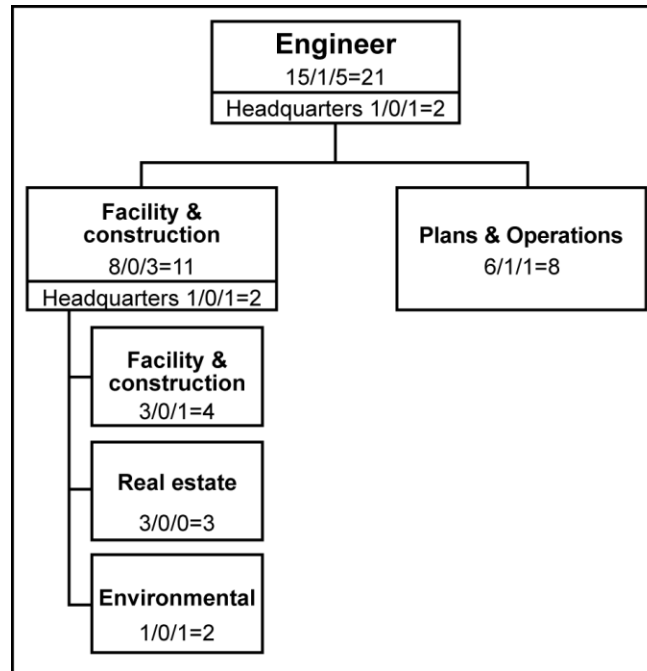
2753 13-39. Resource Management Support Element

- 2754 ● Mission: The Resource Management Support element provides support to exercises and theater  
2755 program managers.
- 2756 ● Organization: The element has one Chief and a Budget Analyst Officer.

2757 ● Tasks: The Resource Management Support element monitors the exercise budget's execution  
 2758 for legal compliance. It identifies and manages funds available for immediate expenses. It  
 2759 provides cost and economic analysis, forecasting, current year analysis, life support and other  
 2760 sustainment costing.

2761 13-40. Engineer Section and Headquarters Element

2762 ● Mission: The Engineer section integrates engineer programs, policy and plans within the theater  
 2763 army AO. Figure 13-5 depicts the Theater Army 5.4 Engineer Element.



2764 **Figure 13-5. Theater Army 5.4 Engineer Element**

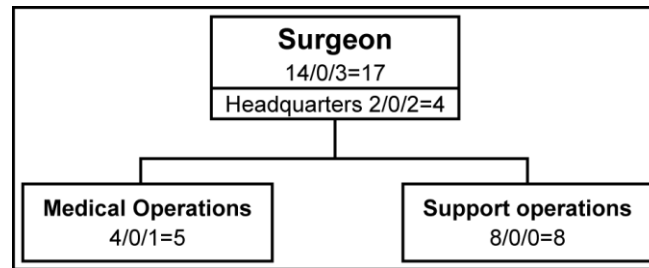
2765 ● Organization: The engineer section of the Sustainment Cell consists of a Headquarters and two  
 2766 sections, the Facilities and Construction (F&C) and the Plans and Operations (P&O) Sections.  
 2767 The HQs consists of the Section Chief and an Engineer SGM.  
 2768 ● Tasks: The engineer section coordinates and synchronizes engineer operations across the AO.  
 2769 Examples of the operations include construction, mine removal, and mobility and counter  
 2770 mobility operations. The section plans real estate and environmental actions. It establishes the  
 2771 engineer policy within the AO.

2772 13-41. Facilities & Construction Section and Headquarters Element

2773 ● Mission: The Facilities & Construction section reviews policies and procedures for  
 2774 construction, real estate actions, environmental programs, and deconstruction and retrograde of  
 2775 materiel and equipment from theater.  
 2776 ● Organization: The Facilities and Construction Section consists of a Headquarters and three  
 2777 elements: Facilities and Construction Element, Real Estate Element and an Environmental  
 2778 Element. The Headquarters consists of the Section Chief and Senior Operations NCO.  
 2779 ● Tasks: The Facilities & Construction section reviews policies and procedures for construction,  
 2780 real estate actions, environmental programs, and deconstruction and retrograde of materiel and  
 2781 equipment from theater. It coordinates and synchronizes engineer actions in the construction of  
 2782 Joint or single Service use facilities and general construction. It manages real estate actions and  
 2783 environmental programs within the AO. The section conducts assessments and plans for natural  
 2784 hazard mitigation for impacts to civilians and military operations. It verifies critical  
 2785 infrastructure, and the presence of industrial hazards and their mitigation. It verifies the

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- 2786 availability of construction materials and provides construction method and material  
2787 recommendations. It recommends priorities of construction and allocation of resources to the  
2788 various competing organizations throughout the AO.
- 2789 13-42. Facilities & Construction Element
- 2790 ● Mission: The Facilities and Construction element recommends policies and procedures for  
2791 construction, real estate actions, environmental programs. It makes policy recommendations on  
2792 the deconstruction and retrograde of materiel and equipment from theater.
  - 2793 ● Organization: The Facilities and Construction element is composed of an Element Chief, two  
2794 Facilities/Contract Construction Management Engineer (FCCME) officers and one Senior  
2795 Technical Engineer NCO.
  - 2796 ● Tasks: The Facilities and Construction element assists in policy implementation and quality  
2797 checks. It conducts analysis of building methods, assists with project designs, and assesses  
2798 designs based on natural hazard mitigation on military projects. It assists in verifying critical  
2799 infrastructure and potential hazards. The element seeks sources of building materials and  
2800 evaluates building material suitability for construction. It recommends construction methods  
2801 and priorities for the AO. It allocates resources to competing organizations in the AO.
- 2802 13-43. Real Estate Element
- 2803 ● Mission: The Real Estate element conducts comprehensive analysis of existing and additional  
2804 real estate requirements.
  - 2805 ● Organization: The Real Estate element is composed of two Real Property Officers and one  
2806 Engineer Real Estate Officer.
  - 2807 ● Tasks: It coordinates and synchronizes real estate requirements and operations, including  
2808 maintenance, for the AO.
- 2809 13-44. Environmental Element
- 2810 ● Mission: The Environment Element conducts comprehensive analysis of existing environmental  
2811 requirements in the AO.
  - 2812 ● Organization: The Environmental Element is composed of an Environmental Chief and an  
2813 Environmental NCO.
  - 2814 ● Tasks: The Environmental Element coordinates the implementation of best practices for the  
2815 entire AO. It provides technical support to other sections as required. The element advises the  
2816 commander on all aspects of the environmental mission to include interface with the medical and  
2817 supply sections.
- 2818 13-45. Plans and Operations Section
- 2819 ● Mission: The Plans and Operations section coordinates and synchronizes engineer operations in  
2820 the AO.
  - 2821 ● Organization: The Plans and Operations section consists of a Section Chief, a plans officer,  
2822 three operations officers, an assistant operations officer, a utility maintenance warrant officer,  
2823 and an operations NCO.
  - 2824 ● Tasks: The section coordinates and synchronizes near term operations to include tracking  
2825 engineer specific operations. The section determines requirements in conjunction with the  
2826 supported organizations and seeks resources to meet requirements.
- 2827 13-46. Surgeon Section and Headquarters Element
- 2828 ● Mission: The Surgeon Section plans, coordinates, monitors, and synchronizes the execution of  
2829 the Army Health System (AHS) activities for the theater army. Figure 13-6 depicts the Theater  
2830 Army 5.4 Surgeon Section.





**Figure 13-6. Theater Army 5.4 Surgeon Section**

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- **Organization:** The Command Surgeon Section is composed of a headquarters, 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 NCO and a Health Care SGT/Driver.
- **Tasks:** 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, Army Support to Other Services, 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 GCC Surgeon and the Theater Patient Movements Requirements Center.

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13-47. Medical Operations Element

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- **Mission:** The Medical Operations element manages medical current, evacuation, and patient administration operations for the AO.
- **Organization:** The Medical Operations element consists of the Chief, an Aeromedical Evacuation (MEDEVAC) Officer, a Patient Administration Officer, a Medical Current Operations Officer, and a Medical Operations NCO.
- **Tasks:** The Medical Operations element manages the flow of patients and casualties to medical facilities within the AO. It manages patient and casualty evacuation from theater. It develops and monitors mass casualty plans, and 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 (AHS) support in order 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 CBRN weapons on personnel.

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13-48. Support Operations Element

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- **Mission:** 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:** The Support Operations element consists of the Chief, Medical Service Officer, Clinical Services Officer, Environmental Science Officer, Veterinary Services Officer, Health Services Personnel Manager Officer, Medical Logistics Officer, and Health Services Systems Management Officer.
- **Tasks:** The Support Operations element develops policy for health service, veterinary service, environmental science, and medical logistics. The element determines requirements and

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2873 priorities for medical logistics. It adapts medical equipment sets for a specific scenarios. It  
2874 monitors and manages the requisition, procurement, storage, maintenance, distribution,  
2875 management, and documentation of Class VIII materiel, blood, blood products, and special items  
2876 of subsistence. The element monitors the final disposition of all blood products in coordination  
2877 with the Area Joint Blood Program Office (AJBPO), Joint Blood Program Office, and Armed  
2878 Services Blood Program Office (ASBPO). The element ensures an effective and consistent  
2879 operation for medical and dental services. It ensures preventive medicine and veterinary  
2880 services are available for all Services within the theater.

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## Chapter 14

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# Theater Army Mission Command Cell

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14-1. The Mission Command Warfighting Cell is the primary integrator of information tasks associated with information operations. Figure 14-1 depicts the Theater Army 5.4 Mission Command Cell. The theater army commander uses information tasks to shape the operational environment throughout the operations process. The Mission Command Cell integrates cyber, electromagnetic, inform and influence activities for information operations. The CoS directs the activities of the Mission Command Warfighting Cell. The Mission Command Cell consists of the G-7 Information Engagement, G-9 Civil Affairs, and G-6 Signal Sections.

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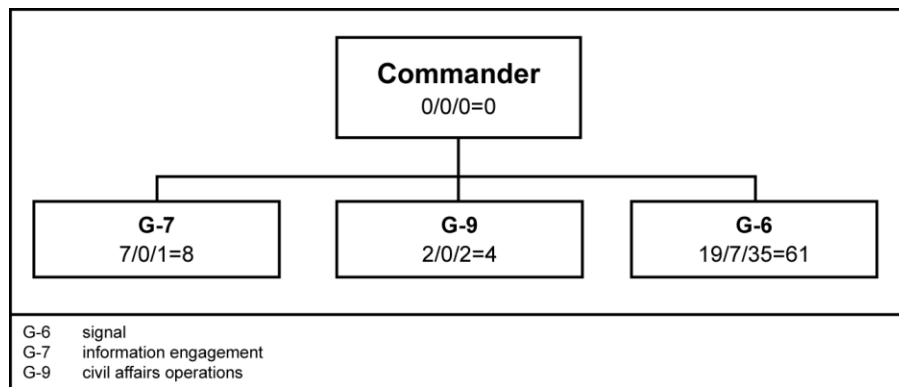
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**Figure 14-1. Theater Army 5.4 Mission Command Cell**

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### 14-2. G-7/Information Engagement (IE) Section

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- Mission: The G-7/Information Engagement (IE) 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.

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- Organization: The G-7/Information Engagement Section consists of eight personnel organized into three elements: Headquarters, Information Engagement, and PSYOP.

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- Tasks: The section plans, coordinates and synchronizes influence operations with theater army plans. It coordinates with the Theater Special Operations Command (TSOC) for Military Information Support Team (MIST) assistance. It coordinates PSYOP actions with other services, agencies, allies, multinational partners to ensure cooperation and mutual support of PSYOP programs. The section along with external organizations and agencies assess the effects of psychological operations. It directs and integrates PSYOP plans, programs, and policies with information operations (IO) and PSYOP functions within the AO. The section, in coordination with the Plans section, develops the Overt Peacetime Influence or MISO program for the theater as specified in DoDD 3321.1 (note terminology change from emerging doctrine in FM 3-0).

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### 14-3. G-9/Civil Affairs Section

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- Mission: The G-9/Civil Affairs Section engages and influences the civil populace by planning, executing, and assessing Civil Affairs and Civil Military operations in support of the theater army.

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- Organization: The section consists of a chief, chief of operations, SGM and an operations NCO.

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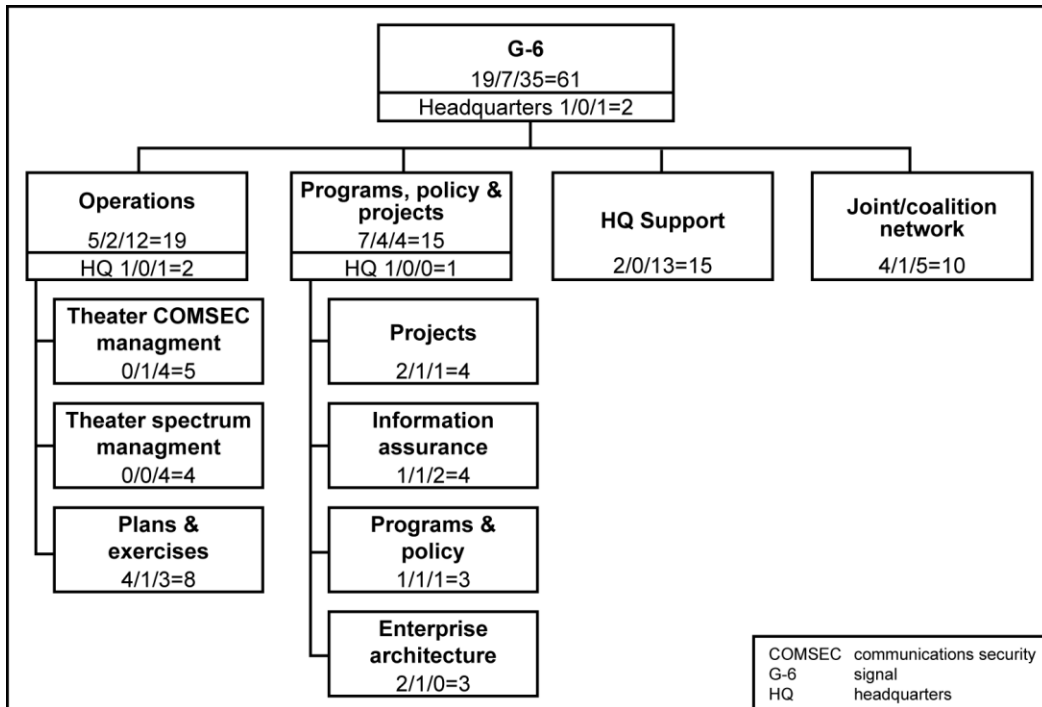
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- Tasks: The section coordinates, synchronizes, and integrates civil-military plans, programs, and policies with external organizations. The section provides advice and analysis to the staff on Civil Affairs Operations (CAO) and Civil Military operations (CMO). It conducts cultural

2915 relations training as required. The section develops CAO and CMO estimates, plans, and orders  
 2916 in support of theater army operations. The section provides politico-military support to other  
 2917 government agencies, host nations, Intergovernmental organizations (IGOs) and  
 2918 nongovernmental organizations (NGOs).

2919 14-4. G-6 Signal Section and Headquarters Element

- 2920 ● Mission: The G-6/Signal Section coordinates and integrates theater army communications and  
 2921 information network capabilities and the extension of those capabilities to austere environments  
 2922 across the Area of Responsibility (AOR). Figure 14-2 depicts the Theater Army 5.4 G-6.



2923 **Figure 14-2. Theater Army 5.4 G-6**

- 2924 ● Organization: The section consists of sixty-one personnel organized into one element and four  
 2925 sections. The G-6, for most theater armies, is the commander of the signal organization assigned  
 2926 to the theater army. The G-6/commander is on the signal organization's TO&E.
- 2927 ● Tasks: The section delivers a net-centric information enterprise that enables decision superiority  
 2928 while supporting the Army's information and technology management strategic objectives in the  
 2929 AO. It coordinates, manages, and apportions all spectrum requirements for land forces. The  
 2930 section stores, manages, and distributes communications security (COMSEC) material and plans  
 2931 the theater army's communications network. It plans and provides management and control over  
 2932 input to theater army basing initiatives, information management system architecture, and long-  
 2933 range modernization plans. It coordinates the integration of commercial off-the-shelf  
 2934 communications capabilities into theater army operations. The section manages computer  
 2935 intrusion awareness, prevention, training standards, and assistance to secure the network  
 2936 infrastructure. The section plans, manages, administers, and maintains C2 information systems  
 2937 (INFOSYS) connectivity with external organizations. It integrates computer and  
 2938 communications interoperability to support Title 10 policy and technical requirements.

2939 14-5. G-6 Operations Section and Headquarters Element

- 2940 ● Mission: The Operations Section manages and integrates information system (INFOSYS)  
 2941 networks to support theater army's communication requirements.

- 2942 ● Organization: The section consists of the headquarters and three subordinate Elements: Theater  
 2943 Communications Security (COMSEC) Management, Theater Spectrum Management, and Plans  
 2944 and Exercises.
- 2945 ● Tasks: The section coordinates with host nation communications authorities. It manages the  
 2946 theater army's communications and INFOSYS environment, and integrates INFOSYS support to  
 2947 joint, interagency, intergovernmental, and multinational organizations. The section manages  
 2948 theater army INFOSYS asset availability, assesses the INFOSYS network's ability to meet battle  
 2949 command and information exchange requirements, and prepares input to theater army plans and  
 2950 orders.
- 2951 14-6. Theater Communications Security (COMSEC) Management Element
- 2952 ● Mission: The Theater Communications Security (COMSEC) Management Element develops  
 2953 policy, guidance, and manages the theater army COMSEC program.
- 2954 ● Organization: The element consists of a senior warrant officer and four senior COMSEC NCOs.
- 2955 ● Tasks: The element establishes and enforces COMSEC policy and guidance for the theater  
 2956 army. It provides training on COMSEC keying materiel, management, and accountability  
 2957 procedures. It provides limited COMSEC distribution to the MCP and subordinate headquarters  
 2958 in the AO. It provides limited receipt-and-storage courier service for COMSEC key materials  
 2959 for distribution. It provides COMSEC support for the RSOI of Army, joint, interagency, and  
 2960 multinational forces.
- 2961 14-7. Theater Spectrum Management Element
- 2962 ● Mission: The element plans and manages the use of the electromagnetic spectrum within the  
 2963 theater army.
- 2964 ● Organization: The element consists of a sergeant major and three senior NCOs.
- 2965 ● Tasks: The element establishes the theater Joint Frequency Management Office (JFMO) and  
 2966 assists with spectrum management matters affecting the integration of Army and joint functional  
 2967 systems into the theater army's network architecture. It coordinates, manages, and apportions all  
 2968 frequency requirements for land forces and submits satellite access requests to the supported  
 2969 GCC J-6 satellite manager. The element receives and processes joint spectrum interference  
 2970 reports from U.S. military forces. It coordinates with host-nation authorities to de-conflict  
 2971 military use of the electromagnetic spectrum. It coordinates spectrum management support for  
 2972 the RSOI of Army, joint, interagency, and multinational forces.
- 2973 14-8. Plans and Exercise Element
- 2974 ● Mission: The Plans and Exercise Element develops information system requirements in support  
 2975 of joint operations, plans, and exercises.
- 2976 ● Organization: The element consists of a chief, three plans officers, a Network Management  
 2977 Warrant Officer, and three senior NCOs.
- 2978 ● Tasks: The element coordinates and synchronizes signal operations. It supports reception,  
 2979 staging, onward movement, and integration (RSO&I) for multinational and joint land forces. It  
 2980 validates tactical and strategic-level data, voice, and VTC communications operational needs  
 2981 statements for the theater army. It prioritizes installation and restoration of communications  
 2982 systems and circuits. It evaluates operational impacts of authorized service interruptions and  
 2983 network outages and enforces policies regulating the use of non-tactical radio systems. The  
 2984 element provides and maintains Signal CCIR and operational awareness of the JOA signal  
 2985 environment. It coordinates combat camera activities in coordination with the G-3. It manages  
 2986 JOA network directories (VTC, telephone, SIPR, NIPR). It also conducts planning for and  
 2987 configuration, implementation, and analysis of information systems requirements. They develop  
 2988 signal requirements for exercises. It monitors and synchronizes the signal portion of the  
 2989 TPFDL.
- 2990 14-9. Programs, Policy, and Projects Section and Headquarters Element
- 2991 ● Mission: The Programs, Policy, and Projects Section and Headquarters Element plans and  
 2992 manages theater army communications and information networks.

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- 2993 ● Organization: The section consists of the headquarters and four elements: Projects, Information  
2994 Assurance (IA), Programs and Policy, and Enterprise Architecture.
- 2995 ● Tasks: The section plans and provides management and control over input to theater army,  
2996 information management systems architecture and long-range modernization plans. It acquires  
2997 and communicates information and maintains command and control (C2) system status. The  
2998 section manages network enterprise initiatives, and ensures theater army architectures meet  
2999 DOD, joint, DA, and other pertinent operational and doctrinal standards. It enforces theater-  
3000 level information technology (IT) governance.
- 3001 14-10. Projects Element
- 3002 ● Mission: The Projects Element manages network enterprise initiatives and projects for the  
3003 theater army.
- 3004 ● Organization: The element consists of a chief, a telecommunications engineering officer, a  
3005 Network Management Warrant Officer, and a senior Network Plans NCO.
- 3006 ● Tasks: The element manages network enterprise initiatives and projects for the theater army and  
3007 manages intra-theater information systems projects and initiatives IAW the Clinger-Cohen Act.  
3008 It coordinates the integration of commercial-off-the-shelf communications and information  
3009 systems for the theater army. It synchronizes and coordinates project requests for service,  
3010 satellite, and gateway access and submits requests for funding through the G-8 and GCC J-8.  
3011 The element plans and monitors the communications commercialization program through all  
3012 phases of operations. It coordinates with national and strategic information system-engineering  
3013 activities to implement initiatives in support of theater army operations and plans.
- 3014 14-11. Information Assurance (IA) Element
- 3015 ● Mission: The Information Assurance (IA) Element establishes, manages, and assesses the  
3016 theater army IA program.
- 3017 ● Organization: The element consists of a chief, an Information Systems Warrant Officer, and two  
3018 Information Assurance NCOs.
- 3019 ● Tasks: The IA Element serves as the Theater IA program manager. The element provides  
3020 computer intrusion awareness and prevention, training, and assistance. It oversees, assesses, and  
3021 supports IA certification and accreditation for theater army units. It manages and directs theater  
3022 army IA policy and funding to include COMSEC, firewalls, and intrusion detection systems and  
3023 recommends the IO condition. The element coordinates IA activities with the staff and the  
3024 theater network operations and security center (TNOSC), and the regional computer emergency  
3025 response team (RCERT).
- 3026 14-12. Programs and Policy Element
- 3027 ● Mission: The Programs and Policy Element manages the theater army information management  
3028 systems program and supports the development of long-range modernization plans and basing  
3029 plans.
- 3030 ● Organization: The element consists of a chief, a senior Signal Warrant Officer, and a senior  
3031 NCO.
- 3032 ● Tasks: The element plans and provides management and control over communications systems  
3033 basing initiatives, information management systems program, and long-range modernization  
3034 plans. In coordination with the DCS G-8, the element manages the communications and  
3035 computer Management Decision Evaluation Packages (MDEP) for the theater army. It develops  
3036 policy for network enterprise initiatives. The element ensures theater army information systems  
3037 architectures meet DOD, joint, HQDA, and other pertinent operational and doctrinal standards.  
3038 The element manages the Theater Configuration Management Board.
- 3039 14-13. Enterprise Architecture Element
- 3040 ● Mission: The Enterprise Architecture Element ensures compliance and interoperability with the  
3041 Army and joint information environment for technology.
- 3042 ● Organization: The element consists of a chief, a Telecommunication Systems Engineer Officer,  
3043 and an Information Systems Warrant Officer.

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- Tasks: The 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 DOD, joint, DA, and other pertinent requirements. It provides services in compliance with the Clinger-Cohen Act, to include 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.
- 3055 14-14. Headquarters Support Section
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- Mission: The Headquarters Support Section installs, operates, maintains networks and video teleconferencing (VTC) services, and supports user-operated information systems.
  - Organization: The section consists of a chief, a Network Operations Officer, nine NCOs, and four enlisted Soldiers.
  - Tasks: The section installs, operates, and maintains network and video teleconferencing services. It administers the headquarters' VTC 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, PDAs), satellite-based phones, and commercial off-the-shelf radios. The section includes the COMSEC custodian for the theater army HQ.
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- 3068 14-15. Joint/Coalition Network Section
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- Mission: The Joint/Coalition Network Section plans, manages, administers, and maintains joint and multinational C2 information systems integration with Army Battle Command Systems (ABCS) and sustainment systems.
  - Organization: The section consists of a chief, three officers, an Information Systems Warrant Officer, three NCOs, and two enlisted Soldiers.
  - Tasks: The 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 C2 information systems. The section maintains GCCS (both Army and Joint) servers providing a COP for the theater army AO. The section analyzes new technical requirements submitted by subordinate commands for integration into joint and coalition networks.





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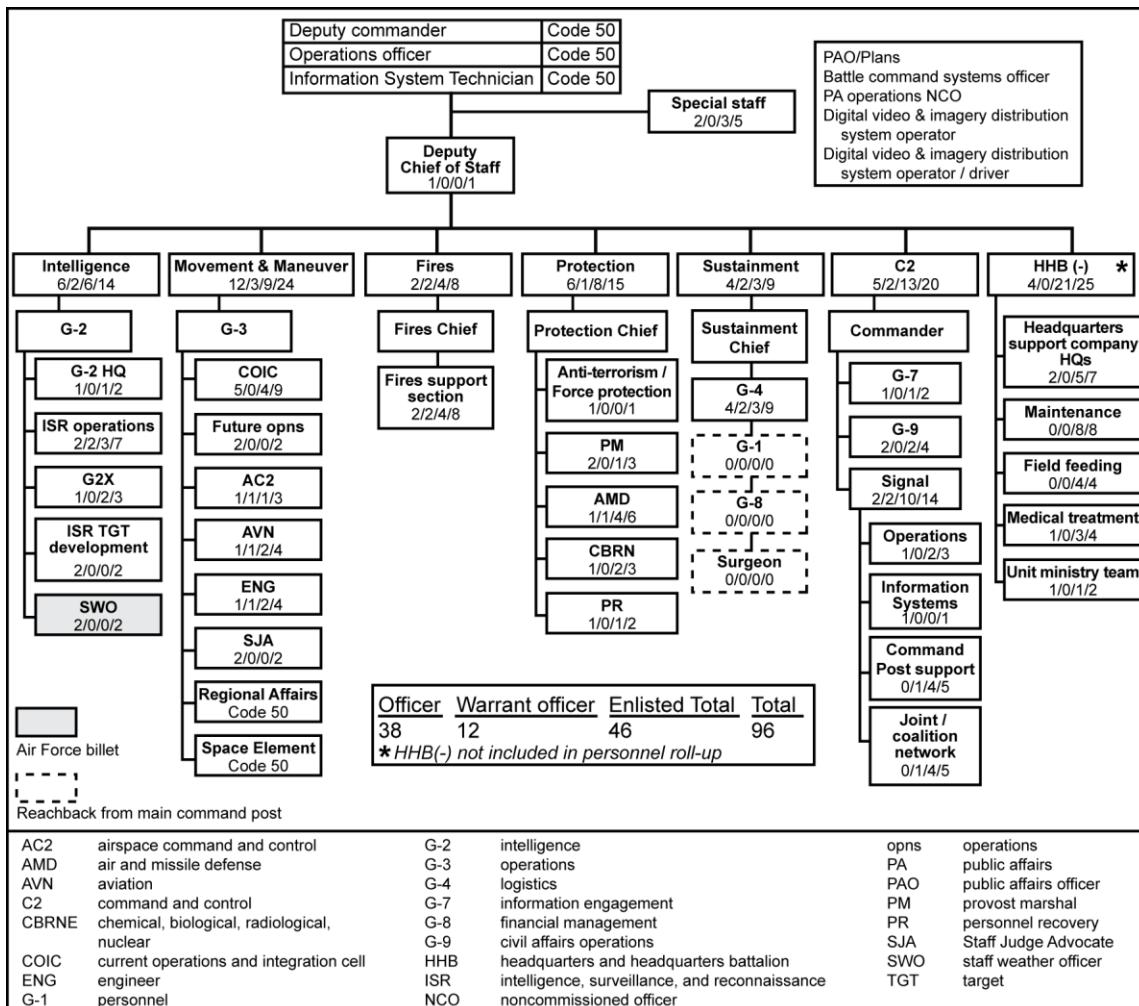
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## Chapter 15 Theater Army Contingency Command Post Organization

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15-1. The Contingency Command Post (CCP) provides the theater army with a capability to directly command and control smaller types of limited intervention or peace operations. The environments for these operations vary from a permissive, uncertain, and hostile one to a peaceful one. The decision to employ the CCP for a given mission involves a trade-off between the CCP's immediately responsive capability, and its known limitations with regard to the scale, scope, complexity, intensity, and duration of operations that it can effectively command and control without significant augmentation. The CCP consists of a Command Group, Personal Staff Section, Intel, Movement and Maneuver (M2), Fires, Protection, Sustainment and Mission Command Cells. Figure 15-1 depicts the Theater Army 5.4 CCP. The Headquarters Support Company (HSC) of the Headquarters and Headquarters Battalion (HHB) provides support to the CCP when deployed.



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**Figure 15-1. Theater Army 5.4 Contingency Command Post Organization**

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15-2. Command Group

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- 3102           ● Mission: The CCP Command Group (normally the DCG) extends the control of the commander  
3103           in the CCP's AO.
- 3104           ● Organization: The command group consists of the DCG, Deputy Chief of Staff (DCoS), Aide de  
3105           Camp, and an information systems technician/driver. The MCP provides the DCG, Aide de  
3106           Camp and driver positions (code 50).
- 3107           ● Tasks: The Command Group visualizes the nature and design of operations to support the  
3108           GCC's concept of operations. It describes the time, space, available resources, purpose and  
3109           action of forces assigned to the headquarters for operations in the AO. The Command Group  
3110           directs Army support to the joint, interagency, and multinational forces in the CCP's AO. The  
3111           DCoS tracks the manning, training, and readiness of the CCP when not deployed. The DCoS  
3112           acts as the CoS for the DCG when the CCP deploys. The DCG provides command and control  
3113           for the forces assigned to the CCP in the AO when the CCP deploys.

3114           15-3. Special Staff. The Special Staff consists of personnel from the MCP's Knowledge Management and  
3115           PAO sections. Special Staff manning levels are dependent upon mission requirements.

3116           15-4. CCP Knowledge Management (KM) Section

- 3117           ● Mission: The Knowledge Management (KM) Section supports the commander and staff in  
3118           achieving situational understanding and making informed, knowledgeable, and timely decisions  
3119           through the integration and management of Army Battle Command Systems.
- 3120           ● Organization: The KM Section consists of one officer.
- 3121           ● Tasks: The KM section advises the staff on KM processes and enabling technologies. The  
3122           section creates collects, organizes, stores, applies and transfers knowledge by using innovative  
3123           technology to facilitate situational understanding and decision-making. The section assists the  
3124           commander and staff in integrating battle command systems into the headquarters processes  
3125           consistent with KM best practices. The section coordinates with the G-6 for technical network  
3126           requirements and analysis of new KM information technology for increased KM capabilities. It  
3127           assists the staff in managing the common operational picture and briefings.

3128           15-5. CCP Public Affairs Office (PAO) Section

- 3129           ● Mission: The Theater Army Public Affairs Office (PAO) section advises the commander and  
3130           expedites the flow of accurate and timely information about the activities of U.S. Army and U.S.  
3131           joint forces to external population and internal audiences.
- 3132           ● Organization: The CCP PAO Section consists of a chief, one Battle Command Systems Officer,  
3133           one PA Broadcast NCO and two equipment operator/maintainers. The MCP's Deputy PAO  
3134           provides augmentation if needed.
- 3135           ● Tasks: The PAO section advises the commander and staff on all aspects of public affairs  
3136           planning, information strategies, media facilitation, and training. The section provides advice on  
3137           community relations issues and operations. The section provides advice on the use of command  
3138           information print and broadcast (radio/TV) capabilities. The PAO coordinates public affairs  
3139           planning and operations, media facilitation and NGO requests with subordinate, adjacent and  
3140           higher headquarters as required. The section responds to media queries, plans and coordinates  
3141           media visits and media embed requests.

3142           15-6. Intelligence Cell: The Theater Army Intelligence Cell is responsible for the synchronization and  
3143           integration of Intelligence operations throughout the CCP's AO. The Cell's sections and elements either  
3144           embed or coordinate with the staff to facilitate this synchronization. The cell is dependent upon the MCP  
3145           and Theater Military Intelligence Brigade for planning and products for intelligence collection, single  
3146           source analysis, and all source fusion to meet CCP intelligence needs. The CCP Intelligence Cell consists  
3147           of an Intelligence HQs, ISR Operations, G2X, ISR Target Development, and Staff Weather Office (USAF)  
3148           section. The cell facilitates effective execution of small-scale contingency operations ranging from Non-  
3149           combatant Evacuation (NEO), Humanitarian Assistance and Disaster Response (HA/DR) in both  
3150           permissive and non-permissive environments. The MCP produces the OPORDs, normally, and the CCP  
3151           focuses on controlling the execution of the plan. This arrangement applies to short-term assessment of  
3152           operations as well. The CCP's Intelligence Cell consists of a HQs, ISR Operations, G2X, ISR Target  
3153           Development, and Staff Weather Office (USAF) section.

- 3154 15-7. Intelligence Cell and Headquarters Element
- 3155 ● Mission. The Intelligence Cell conducts management, staff supervision, force integration,
- 3156 evaluation, and oversight for all intelligence activities in support of the CCP.
- 3157 ● Organization: The cell consists of a HQs, ISR Operations, G2X, ISR Target Development, and
- 3158 Staff Weather Office (USAF) section. The Headquarters consists of a chief, intelligence
- 3159 NCO/special security representative.
- 3160 ● Tasks: The cell supervises the processing, reporting, and dissemination of theater and national
- 3161 level intelligence to satisfy intelligence requirements. It collaborates with the Military
- 3162 Intelligence Brigade (MIB) Analysis and Control Element for prioritization of analytic
- 3163 requirements and when applicable the Theater Operations Company (THOC) and, Regional
- 3164 Operation Company (ROC). It accesses information from national assets. The Cell is
- 3165 responsible for the management, validation, approval, and dissemination of the threat COP to
- 3166 higher, lower, and adjacent commands and agencies, as well as preparation of intelligence
- 3167 products for distribution. It manages the allocation of intelligence assets, and collects, evaluates,
- 3168 fuses, produces, disseminates all-source intelligence for the CCP. It advises the Commander on
- 3169 the enemy, weather and terrain.
- 3170 15-8. Intelligence, Surveillance, and Reconnaissance (ISR) Operations Section
- 3171 ● Mission. The Intelligence, Surveillance, and Reconnaissance (ISR) Operations Section, CCP
- 3172 provides current Intelligence support to contingency operations of limited scale, scope, intensity
- 3173 and duration.
- 3174 ● Organization: The section consists of two Intelligence Officers, an All-Source Intelligence
- 3175 Technician, Imagery Technician (Code 50), SIGINT Analyst Technician, Senior Intelligence
- 3176 Sergeant, an Intelligence Sergeant, and a Senior LAN Manager.
- 3177 ● Tasks: The section receives collection reports from G2X (CCP), Intelligence Support Element
- 3178 (MIB), interagency, multinational, and agencies. It presents intelligence products derived from
- 3179 multiple sources to joint, interagency, intergovernmental, and multinational organizations, when
- 3180 necessary. It integrates and synchronizes intelligence collection operations. It develops and
- 3181 recommends changes to CCIR, PIR, and IR. The section establishes and maintains TS/SCI
- 3182 networks (JWICS / NSANet) and operates the JWICS VTC capability for the CCP. leads near-
- 3183 term predictive analysis for support to current operations. It processes Imagery Intelligence
- 3184 (IMINT) requests to generate actionable intelligence. It interprets imagery products for
- 3185 inclusion in the COP, and assesses the quality of IMINT reporting. It coordinates SIGINT
- 3186 collection and analysis requirements with the MIB and other SIGINT elements operating in
- 3187 support of the theater army. It installs, operates, and performs unit maintenance on multi
- 3188 functional / multi user information processing systems, peripheral equipment, and auxiliary
- 3189 devices. It performs data control and bulk data storage operations, and transfers data between
- 3190 information processing equipment and systems.
- 3191 15-9. G2X Section
- 3192 ● Mission: The G2X Section conducts oversight of intelligence operations, and provides operation
- 3193 Intelligence to support contingency operations of limited scale, scope, intensity and duration.
- 3194 ● Organization: The section, CCP consists of one HUMINT Officer, one CI Senior SGT, and a
- 3195 HUMINT Collector.
- 3196 ● Tasks: The section receives processes, disseminates, and presents intelligence derived through
- 3197 Counter Intelligence (CI) and Human Intelligence (HUMINT) operations. It synchronizes, and
- 3198 coordinates source operations with National agencies, Host Nations, Law enforcement agencies,
- 3199 and Sister Services. The section synchronizes, and coordinates cyber CI targeting, collection,
- 3200 and investigations. It synchronizes and coordinates with antiterrorism and force protection
- 3201 elements. The section ensures all CI and HUMINT sources register with the MCP's operational
- 3202 support element. It provides HUMINT and CI case control and source operations management
- 3203 and oversight. The section synchronizes, and coordinates technical services in support of CI and
- 3204 HUMINT operations. The section establishes HUMINT and CI quality controls and releases
- 3205 reports as necessary. It develops policy and procedures for subordinate unit HUMINT/CI

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3206 activities. He oversees and manages the use of intelligence contingency funds by fielded teams  
3207 and subordinate units to ensure regulatory compliance. The section post reports to the database,  
3208 and disseminates them in accordance with regulations and policies. The section maintains status  
3209 of all AO CI and collection elements.

3210 15-10. ISR Target Development Section

- 3211 ● Mission: The Intelligence, Surveillance, and Reconnaissance (ISR) Target Development Section  
3212 integrates and synchronizes intelligence into the targeting cycle for lethal and non-lethal fires,  
3213 and nominates priority targets.
- 3214 ● Organization: The section consists of two Intelligence Officer .
- 3215 ● Tasks: The section represents the G2 during the Joint Collection Management Board and other  
3216 targeting working groups and boards. It presents and briefs intelligence in support of targeting.  
3217 It recommends changes to the ISR synchronization matrix based on current operations, and  
3218 provides direction and guidance to intelligence collection operations in support of targeting. It  
3219 nominates priority targets, integrates and synchronizes intelligence into the targeting cycle for  
3220 lethal and non-lethal fires.

3221 15-11. Staff Weather Office (SWO) (USAF)

- 3222 ● Mission: The Staff Weather Office (SWO) Element provides full-range weather support to the  
3223 CCP.
- 3224 ● Organization: The element consists of two Air Force Weather Officers (O4s).
- 3225 ● Tasks: The element provides weather support for CCP operations and planning. It tailors  
3226 weather support products to support OPLAN / CONPLAN development and maintenance. It  
3227 provides standard weather observations, forecasts, and warning support to deployed Army  
3228 headquarters forces, and specialized operations mission.

3229 15-12. Movement and Maneuver (M2) Cell. The CCP Movement and Maneuver (M2) Cell facilitates  
3230 effective execution of small-scale contingency operations ranging from Non-combatant Evacuation (NEO),  
3231 to Humanitarian Assistance and Disaster Response (HA/DR) in both permissive and non-permissive  
3232 environments. The cell is dependent on the MCP for operational planning. The MCP produces the  
3233 OPORDs, normally, and the CCP focuses on controlling the execution of the plan and assessing the  
3234 operations. The cell directs the operations process and other subordinate processes. The cell is organized  
3235 with a current and future operations cell, and AC2, Engineer, SJA, Space, Regional Affairs, and Aviation  
3236 sections

3237 15-13. Current Operations and Integration Cell (COIC)

- 3238 ● Mission: The Current Operations and Integration Cell (COIC) conducts limited short term  
3239 planning for small-scale contingencies of limited duration. It issues orders and monitors,  
3240 assesses, collects and processes relevant operational information to produce and disseminate a  
3241 Common Operational Picture (COP).
- 3242 ● Organization: The cell consists of a chief, two deputies, two operations officers, operations  
3243 SGM, and three operations NCOs.
- 3244 ● Tasks: The COIC oversees CCP operations and all its functions. The COIC synchronizes all  
3245 current operations IOT provide the command with a common operational picture (COP) and  
3246 facilitate command and control of theater army assets within the AO. It maintains current  
3247 operations staff estimates through the B2C2WGs process. It synchronizes all aspects of  
3248 operational maneuver between the Warfighting Functions and monitors sister service and  
3249 multinational partner operations. The COIC manages the Battle Rhythm through Battle Update  
3250 Briefs (BUB) and Command Update Briefs (CUB) to ensure the command stays synchronized.  
3251 The cell integrates LNO functions and reports into COIC operations. The cell manages and  
3252 disseminates the COP to all commands. The cell monitors and evaluates the tactical situation  
3253 and CCIRs throughout the AO and recommends adjustments as needed.

3254 15-14. Future Operations (FUOPS) Cell

- 3255 ● Mission: The Future Operations (FUOPS) Cell refines and modifies OPLANS and OPORDs  
3256 based on the current situation, and develops branches and assesses midrange progress of  
3257 operations.
- 3258 ● Organization: The cell consists of a chief and one operations/plans officer.
- 3259 ● Tasks: The FUOPS Cell develops and produces plan and order refinements based upon the  
3260 assessment of the current situation and midrange progress. It refines OPORDs within the current  
3261 phase and conducts crisis action planning. The cell provided responsive planning for near and  
3262 midterm contingency situations. It hosts theater deployment and redeployment planning  
3263 conference for land forces in the AO. The cell is the top-level synchronization point for near and  
3264 mid-term theater army operations within the AO.
- 3265 15-15. Airspace Command and Control (AC2) Section
- 3266 ● Mission: The Airspace Command and Control (AC2) Section is responsible for airspace  
3267 coordination, integration and regulation for organic, assigned, or attached forces.
- 3268 ● Organization: The section consists of a chief, an Airspace Management Warrant Officer and a  
3269 Senior Airspace Control NCO.
- 3270 ● Tasks: The section integrates theater army airspace for the CCP and its organic, assigned, or  
3271 attached forces. The section coordinates with the Fires and Protection Cells for the integration  
3272 of army and joint fires. The section coordinates with the Aviation section for Air Traffic  
3273 Services planning, and with the AMD section for the theater tactical air picture. It coordinates  
3274 with both Aviation and AMD sections to develop procedures for airspace combat ID and counter  
3275 fratricide. The section develops and submits Army requirements for the joint Airspace Control  
3276 Plan (ACP) and for the joint airspace control order (ACO). The section integrates airspace use  
3277 with the commander's priorities to produce and maintain AC2 policies, and annexes for plans,  
3278 and orders. The section routinely coordinates with the JTF ACA, other functional components,  
3279 the Battlefield Coordination Detachment, subordinate units and host nation civil airspace  
3280 authorities
- 3281 15-16. Aviation Section
- 3282 ● Mission: The Aviation Section coordinates and synchronizes the execution of operational and  
3283 tactical aviation maneuver and sustainment operations in the CCP's AO.
- 3284 ● Organization: The Aviation Section consists of a chief, an operations warrant officer and two  
3285 operations NCOs.
- 3286 ● Tasks: The section synchronizes and integrates aviation operations to maximize combat  
3287 effectiveness. The section monitors and advises the OMMD director on aviation asset status. It  
3288 monitors and assists with aviation force projection, and the reception, staging, onward  
3289 movement and integration (RSO&I) process. The section coordinates theater specific training,  
3290 for Army, joint, and multinational aviation forces. The section coordinates and synchronizes the  
3291 execution of aerial reconnaissance, attack, vertical envelopment, air assault, aerial maneuver  
3292 sustainment, and the transportation of ARFOR key personnel. The section provides aviation  
3293 input to the joint air tasking order. It coordinates and synchronizes Army and joint aviation fires  
3294 and fire support for operations. The section ensures aviation maintenance and logistic assets are  
3295 coordinated and available for operations.
- 3296 15-17. Engineer Section
- 3297 ● Mission: The Engineer Section coordinates, and synchronizes engineer operations in the CCP's  
3298 AO.
- 3299 ● Organization: The section consists of a chief, a Utilities Warrant Officer and two senior  
3300 engineer NCOs.
- 3301 ● Tasks: The section synchronizes engineer operations and reviews construction plans and  
3302 programs. It provides a degree of QA/QC, issues construction guidance to staff sections. It  
3303 coordinates, designs, and resources Host Nation construction support. The section develops,  
3304 coordinates, and synchronizes utilities requirements. They supervise construction site  
3305 development relating to surveying, drafting, and verifying specifications. They supervise

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3306 construction projects, and provide estimates on projects concerning material, time and amount of  
3307 labor.

3308 15-18. Staff Judge Advocate (SJA) Section

- 3309 ● Mission: The Staff Judge Advocate (SJA) Section integrates international and operational law  
3310 into the CCP's current operations.
- 3311 ● Organization: The section consists of two operational law (OPLAW) attorneys, and is  
3312 augmented by two code 50 SJA positions from the MCP Special staff.
- 3313 ● Tasks: The section provides legal, regulatory, and policy expertise to the theater army  
3314 commander and staff during the conduct of current operations. It provides expertise on  
3315 operational and international law, rules of engagement, and the legal aspects of current  
3316 operations. It coordinates with the MCP OSJA and supporting Contracting Support Brigade  
3317 (CSB) Staff Judge Advocate (SJA) section for legal services, administrative and civil law,  
3318 contract and fiscal law, legal assistance and claims.

3319 15-19. Regional Affairs Section

- 3320 ● Mission: The Regional Affairs Section plans politico-military support to the CCP staff and  
3321 subordinate units on all political events affecting the theater army's operations.
- 3322 ● Organization: The section consists of three Desk Officers. If tasked, the MCP Regional Affairs  
3323 Section augments the CCP with personnel.
- 3324 ● Tasks: The section provides regional cultural advice to the theater army commander and staff in  
3325 support of operations. It advises the CCP staff and subordinate theater army units on cultural  
3326 aspects of operations in the AO. It coordinates politico-military support to authorized  
3327 governments and groups by serving as the key link between the CCP headquarters and  
3328 appropriate U.S. embassies, defense attaché offices, and other U.S. agencies.

3329 15-20. Space Section

- 3330 ● Mission: The Space Section advises the CCP and MCP staffs on the capabilities, limitations,  
3331 availability, and use of military and commercial space assets to support operations.
- 3332 ● Organization: The Space Section consists of one Space Operations Officer. If augmented, the  
3333 section receives support from one or more of the following: Army Space Support team,  
3334 Commercial Imagery Team (CIT), Army Space Coordination Element (ASCE), Space  
3335 Situational Awareness Planning Team (SSAPT), or Tactical Space Situational Awareness  
3336 Planning Team (TSSAPT).
- 3337 ● Tasks: The section provides space-based multi-spectral imagery products and hyper-spectral  
3338 imagery products obtained from the Spectral Operations Resource Center. The space section,  
3339 when augmented, provides space based GEOINT products obtained through the collection  
3340 management process.

3341 15-21. Fires Cell. The Fires Cell coordinates, integrates and synchronizes the employment and  
3342 assessment of lethal/non-lethal fires and Command and Control Warfare in the CCP's AO. The MCP  
3343 produces OPORDs, normally, and the CCP focuses on controlling the execution of the plan, and assessing  
3344 the operations.

- 3345 ● Mission: The Fires Cell coordinates, integrates and synchronizes the employment and  
3346 assessment of lethal/non-lethal fires and Command and Control Warfare in support of small  
3347 limited intervention and peace operations.
- 3348 ● Organization: The Fires Cell consists of two officers, two warrant officers and four operations  
3349 NCOs.
- 3350 ● Tasks: The cell employs, processes and attacks targets/target sets with lethal/non-lethal fires and  
3351 Command and Control Warfare. It collects target information and provides target intelligence  
3352 for the Joint Operations Area. The cell establishes targeting guidance, and develops high payoff  
3353 and high value targets for attack. The cell coordinates, integrates and assigns joint, interagency  
3354 and multinational firepower to targets/target systems. It synchronizes Army, joint, interagency,  
3355 and multinational component air assets, attack helicopters, maritime gun and missiles, Army  
3356 rockets and missiles, and Command and Control Warfare (physical attack, electronic warfare,

3357 and computer network operations). It develops planning guidance and coordinates precision  
3358 engagement counter countermeasures. The cell provides an automated fire support capability  
3359 and maintains digital system connectivity, maintain operations and force status information. The  
3360 cell conducts Command and Control Warfare planning, electronic deception operations and  
3361 develops targeting products for working groups, boards, plans and orders. In conjunction with  
3362 the Intelligence and Signal sections, the cell integrates and synchronizes the effects of friendly  
3363 and enemy electronic warfare.

3364 15-22. Protection Cell. The CCP Protection Cell coordinates, integrates, synchronizes and assesses  
3365 protection operations in support of small limited intervention and peace operations. The MCP produces  
3366 OPORDs, normally, and the CCP focuses on controlling the execution of the plan, and assessing  
3367 operations. The CCP Protection Cell is organized into AT/FP, PMO, AMD, CBRNE and PR Sections.

3368 15-23. Anti-Terrorism/Force Protection (AT/FP) Section

- 3369 ● Mission: The Anti-Terrorism/Force Protection (AT/FP) Section establishes AT/FP plans,  
3370 programs, and policies focused on the prevention & detection of terrorist attacks against forces  
3371 in the AO.
- 3372 ● Organization: The section consists of one vulnerability assessment officer.
- 3373 ● Tasks: The section monitors and executes assessments of subordinate organizations AT plans.  
3374 It advises the CCP Commander on force protection conditions (FPCON) requirements and  
3375 reporting. It coordinates the execution of specialized AT, area damage control, base and air base  
3376 defense, response force, and critical site and asset security operations. The section coordinates  
3377 AO terrorism threat, vulnerability, criticality and risk assessment for installations, camps and  
3378 troop concentrations.

3379 15-24. Provost Marshal (PM) Section

- 3380 ● Mission: The Provost Marshal (PM) Section plans, coordinates, and supervises military police  
3381 operations in the CCP's AO.
- 3382 ● Organization: The Provost Marshal Section consists of a chief/Deputy Provost Marshall, an  
3383 operations officer and NCO.
- 3384 ● Tasks: The section accomplishes its missions through the execution of its core functions:  
3385 maneuver and mobility support, area security, law and order, intelligence operations, and  
3386 internment and resettlement operations. It coordinates with multinational, host nation, territorial  
3387 forces, and civilian police authorities concerning support to the area of operations. The section  
3388 develops, plans, and monitors the implementation of policies regarding MP operations in support  
3389 of freedom of movement, security for Ground Lines of Communication (GLOCs), operational  
3390 law enforcement and operational internment and resettlement operations within the AO. It  
3391 monitors the current theater threat situation and exercises staff oversight of the joint security area  
3392 operations mission within the AO. It conducts coordination, assessments and estimates for  
3393 AT/FP requirements.

3394 15-25. Air and Missile Defense (AMD) Section

- 3395 ● Mission: The Air and Missile Defense (AMD) Section provides situational awareness and  
3396 expertise on theater AMD and plans, anticipates, and coordinates a response to aerial threats  
3397 within the CCP's AO.
- 3398 ● Organization: The AMD Section consists of an AMD Officer, one C2 Systems Integration  
3399 Warrant Officer, three operations NCOs, and one enlisted operations assistant.
- 3400 ● Tasks: The section plans, prepares, executes, and assesses Air Missile Defense (AMD)  
3401 operations in the CCP's AO. The section coordinates with joint, interagency and host nation air  
3402 and missile defense experts as required to enable follow-on AMD forces and an integrated AMD  
3403 response to aerial threats. It assists Air Space Management and Fires planners, as required. The  
3404 section gathers AMD intelligence, maneuver, and logistical graphics and control measures, as  
3405 necessary. It monitors the current theater air threat situation and exercises staff oversight of joint  
3406 security area operations within the AO.

3407 15-26. Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE) Section

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- 3408 ● Mission: The Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE)  
3409 Section monitors the current CBRNE situation, and provides estimates, analysis, and  
3410 coordination of CBRNE and EOD operations in the CCP's AO.
  - 3411 ● Organization: The CBRNE Section is composed of a CBRNE Operations Officer and NCO plus  
3412 an EOD NCO.
  - 3413 ● Tasks: The section provides CBRNE, analysis, coordination and staff supervision across the  
3414 AO. It monitors sensitive site exploitation (SSE) efforts in the AO. It monitors the current  
3415 theater threat situation and exercises staff oversight for CBRNE operations within the AO. The  
3416 section maintains the EOD operational picture. It provides assessments and estimates of EOD  
3417 requirements, and monitors the use of EOD elements within the CCP.

3418 15-27. Personnel Recovery (PR) Section

- 3419 ● Mission: The Personnel Recovery (PR) Section coordinates, manages and monitors personnel  
3420 recovery operations within the CCP's AO.
- 3421 ● Organization: The section consists of a PR Officer and Intelligence Operations NCO.
- 3422 ● Tasks: The section coordinates and synchronizes PR operations with the CCP's AO. It  
3423 recommends personnel recovery courses of action and supports Joint PR or establishes a JPRC  
3424 as required. It coordinates with the joint search and rescue center for repatriation. The section  
3425 monitors the current theater threat situation and exercises staff oversight of the joint security area  
3426 operations mission within the AO. It conducts near term planning, coordination, assessments  
3427 and estimates for P/R requirements.

3428 15-28. Sustainment Cell. The CCP Sustainment Cell controls short-term sustainment operations (24/7 for  
3429 up to 30 days) and initiatives throughout the AO. The MCP produces the OPORDs, normally, and the CCP  
3430 focuses on controlling the execution of the plan, and assessing operations. The Sustainment Cell is  
3431 composed of representatives from the G-1, G-4, G-8 and Surgeon.

- 3432 ● Mission: The CCP Sustainment Cell is responsible for controlling short term sustainment  
3433 operations (24/7 for up to 30 days) and initiatives throughout the AO.
- 3434 ● Organization: The Sustainment Cell consists of eleven personnel: a chief, five other officers,  
3435 two warrant officers, and three NCOs. The MCP provides the chief and Financial Management  
3436 Officer if required.
- 3437 ● Tasks and Functions: The cell monitors the current theater sustainment operations, and provides  
3438 staff oversight of critical materials and obtains support from the civilian economy. The cell  
3439 provides HR, logistics, financial, and medical technical expertise for near-term planning,  
3440 coordination, and supervision and execution of sustainment support within the AO. The cell  
3441 coordinates sustainment for forces in the AO. The cell provides guidance and staff supervision  
3442 for transportation support. It provides oversight of distribution, retrograde and redeployment of  
3443 equipment, personnel, supplies and services. The cell supports the expeditionary acquisition  
3444 process through funds certification and execution, assistance, and technical oversight of all DOD  
3445 resources executed in support of designated operations.

3446 15-29. Mission Command Cell. The CCP Mission Command Cell is the primary integrator of  
3447 information operations tasks in the AO. The MCP will normally produce the OPORDs and the CCP will  
3448 focus on controlling the execution of the plan, and assessing operations. The Theater Army CCP is  
3449 dependent on the Signal Command (Theater) for the installation, operation, maintenance, and protection of  
3450 the theater wide area network. The Mission Command Cell consists of the G7 Information Engagement,  
3451 G9 Civil Affairs Operations, and G6 Signal Sections.

3452 15-30. G-7/Information Engagement (IE) Section

- 3453 ● Mission: The G-7/Information Engagement (IE) section coordinates, synchronizes, and  
3454 communicates theater army words and images to inform and influence the diverse population  
3455 and actors relevant to the success of CCP missions.
- 3456 ● Organization: The G-7/Information Engagement Section consists of a chief (Deputy G-7), an  
3457 Information Engagement Operations/Targeting officer and a senior Psychological Operations  
3458 NCO.



- 3459 ● Tasks: The section coordinates and synchronizes ongoing Psychological Operations (PSYOP)
- 3460 with CCP Operations. It coordinates with the Theater Special Operations Command (TSOC) for
- 3461 Military Information Support Team (MIST) assistance. G-7/IE coordinates the assessment of
- 3462 PSYOP effects with intelligence agencies. It provides direction and ensures integration of
- 3463 PSYOP and IO plans, programs, and policies within the AO.
  
- 3464 15-31. G-9/Civil Affairs Operations (CAO) Section
- 3465 ● Mission: The G-9/Civil Affairs Operations Section engages and influences the civil populace
- 3466 within the CCP's AO by executing, and assessing Civil Affairs and Civil-Military Operations.
- 3467 ● Organization: The section consists of the Deputy G-9, one civil affairs operations officer and
- 3468 two civil affairs operations NCOs.
- 3469 ● Tasks: The G-9 Section coordinates, synchronizes, and integrates the CCPs civil affairs and
- 3470 civil military plans, programs, and policies with strategic and operational objectives and
- 3471 interagency partners. The section maintains the civil affairs and civil military operational picture
- 3472 to assist the staff and commander in planning, preparing, and executing operations. The section
- 3473 provides politico-military support to other government agencies, host nations, IGOs and NGOs
- 3474 by coordinating and integrating joint, interagency, and multinational support into CCP
- 3475 operations.
  
- 3476 15-32. G-6 Signal Section/Operations Element
- 3477 ● Mission: The G-6 Signal Section/Operations Element coordinates, synchronizes, and protects
- 3478 CCP information systems and integrates functional systems into the network architecture.
- 3479 ● Organization: The element consists of a chief, senior NETOPS NCO, and the Spectrum
- 3480 Manager NCO.
- 3481 ● Tasks and Functions: The element coordinates, synchronizes, and directs CCP G-6 signal
- 3482 operations. The element supports RSO&I for multinational, joint and land forces by conducting
- 3483 coordination with host nation communications authorities, and integrating G-6 signal support for
- 3484 sites designated by the GCC. It communicates network status, and manages signal resources
- 3485 within the AO. The element continually assesses the CCP's ability to meet battle command and
- 3486 information exchange requirements. It manages contingency spectrum operations within the
- 3487 AO, and AO network directories (VTC, telephone, SIPR, NIPR, Coalition and Internet).
  
- 3488 15-33. Information Systems Management Element
- 3489 ● Mission: The Information Systems Management Element integrates, operates, and manages
- 3490 theater army and joint information and collaborative planning systems in the CCP.
- 3491 ● Organization: The element consists of the headquarters, command post support, and
- 3492 joint/coalition network Elements.
- 3493 ● Tasks and Functions: The element provides staff oversight of computer network defense and
- 3494 manages network directories (VTC, telephone, SIPR, NIPR, CENTRIX, and JWICS). It
- 3495 integrates joint and Army functional systems into the AO network architecture, and provides
- 3496 management of wireless devices within the CCP. Wireless devices include cellular and satellite
- 3497 based phones, and COTS hand-held radios. This Element consists of personnel from the
- 3498 Joint/Coalition network section and are present only if the CCP deploys.
  
- 3499 15-34. Command Post Support Element
- 3500 ● Mission: The Command Post Support Element installs, operates, maintains, and protects, CCP
- 3501 information systems and networks.
- 3502 ● Organization: The section consists of a chief, two NCOs, and two junior enlisted Soldiers.
- 3503 ● Tasks and Functions: The element, installs, operates, and maintains video teleconferencing
- 3504 services, administers VTC scheduling, and assists with other teleconferencing requirements for
- 3505 the CCP. It installs, operates, and maintains networks in support of user-owned and operated
- 3506 terminals for the CCP. The element implements automation policies and procedures and
- 3507 provides troubleshooting of services for the Theater Army CCP. It provides telephone and data
- 3508 directory support to the CCP. The element coordinates and synchronizes land mobile radio use

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3509 within the CCP AO. The MCP's Headquarters Support Section mans this element if the CCP  
3510 deploys.

3511 15-35. Joint/Coalition Network Element

- 3512 ● Mission: The CCP Joint/Coalition Network Element integrates, operates, and manages AO  
3513 joint, and multinational information and collaboration systems in the CCP.
- 3514 ● Organization: The CCP Joint/Coalition Network Element consists of a chief and four NCOs.
- 3515 ● Tasks and Functions: The element plans and coordinates management of joint functional  
3516 computer systems, and manages, administers, and maintains desktop visual information  
3517 equipment and systems. It installs and manages Joint Battle Command Systems and Joint  
3518 Functional Systems. The element develops and maintains concept of operations for coalition  
3519 network systems information exchange. The element manages, administers, and maintains web  
3520 sites and plans, administers, and maintains ABCS programs for the CCP. The element executes  
3521 Information Assurance task for joint and Army ABCS systems within the CCP. The element  
3522 administers joint/Army/coalition information systems, to include sustainment, for the CCP.  
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## Chapter 16

3526

# Theater Army Headquarters and Headquarters Battalion Command and Staff Organization

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16-1. Headquarters and Headquarters Battalion (HHB) Commander and staff, with support from the three companies, assists the theater army commander and staff in the in the areas of administration, logistics, deployment, redeployment, Life Support Area (LSA) establishment, Command Post (CP) operations and area security coordination. Figure 16-1 depicts the Theater Army 5.4 Headquarters and Headquarters Battalion Command and Staff. The HHB receives direction from the Theater Army CoS. The HHB consists of a Command Group, S-1 Section, S-2/3 Section, S-4 Section, Unit Ministry Teams (UMT) and the Headquarters Support Company (HSC), Operations Company (Ops Co), and the Intelligence and Sustainment Company (I&S Co). The HHB provides 24/7 mess, medical, and maintenance support to CCP operations.

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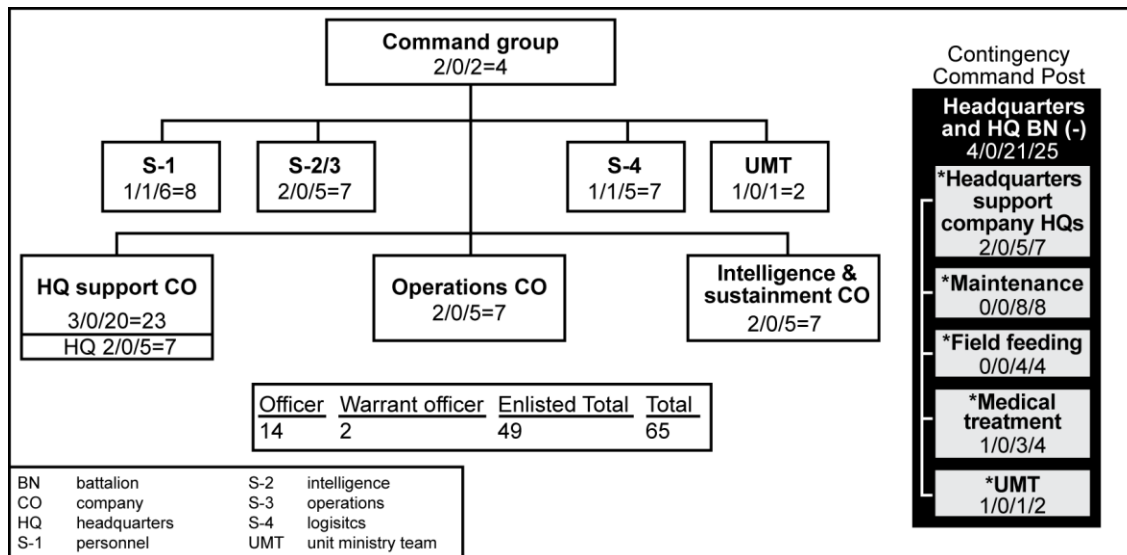
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**Figure 16-1. Theater Army 5.4 Headquarters and Headquarters Battalion Command and Staff Organization**

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### 16-2. Command Group.

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- Mission: The Headquarters and Headquarter Battalion (HHB) command group provides C2 for the battalion staff and assigned or attached units.

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- Organization: The HHB Command Group consists of four personnel: CDR, BN XO, BN CSM, and a driver.

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- Tasks: The command group deploys selected sections and elements to support the CCP while deployed. It directs, controls, and supervises command post support operations.

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3546

### 16-3. S-1 Section

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- Mission: The S1 Section provides administrative and personnel (Human Resources) support to all organic, assigned or attached personnel within the theater army headquarters.

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- Organization: The section consists of eight personnel one officer, one warrant officer and six NCOs.

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3551 ● Tasks: The section plans, coordinates, and executes human resource (HR) support for organic,  
3552 assigned, or attached personnel. It monitors personnel strength and projects future personnel  
3553 requirements. The section provides HR policy, information, and support for organic, assigned,  
3554 or attached personnel. The section performs personnel accounting and strength reporting, assign  
3555 personnel, and initiate personnel actions. It performs additional tasks to include, but not limited  
3556 to, awards, promotions, officer and enlisted evaluation reports, and military pay input for  
3557 personnel. The section manages UCMJ functions and assists the commander with disposition of  
3558 offenses. The section manages the ID card system and updates the DEERS/RAPIDS database.  
3559 The section manages personnel databases such as PERSTAT, DTAS, eMILPO, and DEERS  
3560 Rapid systems. Personnel are cross-trained to synchronize personnel management activities.

3561 16-4. S-2/3 Section

3562 ● Mission: The S2/3 Section plans sustainment missions to meet CCP deployment requirements.  
3563 Organization: The section consists of two officers, four NCOs, and one junior enlisted.

3564 ● Tasks: The section plans, prepares, executes, and assesses sustainment support operations for  
3565 organic, assigned or attached units. The section acts as a coordination hub by monitoring  
3566 operations and planning, preparing, and publishing plans and orders. The section coordinates  
3567 communications equipment repair. The section monitors current operations to anticipate and  
3568 adjust future planning requirements for life support, CP displacement,  
3569 deployment/redeployment, and CP defense requirements. The section plans, coordinates,  
3570 resources, evaluates and maintains training programs. The section manages and disseminates  
3571 intelligence products. It manages security clearance, physical security, and access control  
3572 operations.

3573 16-5. S-4 Section

3574 ● Mission: The S-4 Section provides technical supervision and assistance for food, property  
3575 accountability, maintenance management, and deployment planning for organic, assigned, or  
3576 attached units.

3577 ● Organization: The section consists of an officer, a warrant officer, three NCOs and two junior  
3578 enlisted.

3579 ● Tasks: The section provides logistics support to organic, assigned or attached units. It develops  
3580 and inspects CCP unit movement plans. It maintains organizational property books, and  
3581 coordinates with DOL for non-tactical and GSA fleet vehicle support. It establishes and  
3582 maintains the LSA for the CCP. The section manages the following supply classes for the  
3583 battalion: I, II, III, IV, V, VII, and limited IX.

3584 16-6. Chaplain Unit Ministry Team (UMT)

3585 ● Mission: The mission of the Unit Ministry Team (UMT) is to perform and provide religious  
3586 support to Soldiers, families, and civilians as directed by the commander.

3587 ● Organization: The UMT consists of an officer and a NCO. The command provides unit  
3588 ministry team support to the CCP from one of the various unit ministry teams in the command.

3589 ● Tasks: The UMT provides theater army personnel with pastoral care, personal counseling,  
3590 advice, and privileged communication. The Chaplain serves as a personal staff officer to the  
3591 HHB commander. The UMT provides essential information on troop and unit morale, quality of  
3592 life matters, free exercise of religion issues, ethical decision-making, and the impact of religion  
3593 on the operation. The UMT develops, implements, coordinates and tracks religious support  
3594 operations. The team conducts religious leader liaison at the direction of and in coordination  
3595 with the theater army command chaplain. It assists NGOs and host nation personnel in  
3596 coordinating humanitarian assistance programs. The team provides direct religious ministry  
3597 support for non-denominational coverage, religious retreats, memorial services, and hospitalized  
3598 members of the battalion. The team coordinates with the theater army command chaplain to  
3599 provide ministry for mass casualties.

3600 16-7. Headquarters Support Company (HSC)

- 3601           ● Mission: The Headquarters Support Company (HSC) provides administrative and logistical  
3602 support to the CCP when deployed.
- 3603           ● Organization: The HSC consists of four officers, twenty one twenty five junior enlisted  
3604 personnel organized into a maintenance section, field feeding section, medical treatment team  
3605 and unit ministry team.
- 3606           ● Tasks: The HSC provides administrative and logistic support to the CCP when deployed. The  
3607 company provides essential personnel, maintenance, medical, religious support and supply  
3608 services to include training for organic, assigned, or attached personnel. The company maintains  
3609 arms, CBRN and supply rooms to support training and maintenance of equipment and facilities.  
3610 Examples of support are leave and pass, awards, PMCS programs, and CBRN and  
3611 marksmanship training etc.
- 3612           16-8.HSC Maintenance Section
- 3613           ● Mission: The HSC Maintenance Section provides maintenance for vehicles, trailers, power  
3614 generation, and decontamination equipment assigned to the HHB and theater army HQs.
- 3615           ● Organization: The section consists of four NCOs and four junior enlisted.
- 3616           ● Tasks: The section manages the unit’s maintenance program for organic, assigned, or attached  
3617 vehicles, power generators, and environmental control units. It performs organizational level  
3618 maintenance and assists in operator level maintenance. The section manages the unit’s  
3619 motorpool in the field and garrison.
- 3620           16-9.HSC Field Feeding Section
- 3621           ● Mission: The Field Feeding Section provides food service for organic, assigned or attached  
3622 personnel.
- 3623           ● Organization: The section consists of two NCOs and two junior enlisted.
- 3624           ● Tasks: The section provides field feeding support personnel to the CCP when deployed. It  
3625 submits CLI ration request through the HHB S-4. The section augments the local dining facility  
3626 when not deployed with the CCP.
- 3627           16-10.HSC Medical Treatment Team
- 3628           ● Mission: The Medical Treatment Team provides emergency medical treatment and limited  
3629 ground ambulance medical evacuation support to the CCP.
- 3630           ● Organization: The team consists of an officer, a NCO and two junior enlisted.
- 3631           ● Tasks: The team provides medical support and Force Health Protection to organic, assigned or  
3632 attached personnel. The team completes the medical portion of during the soldier readiness  
3633 processing in preparation for CCP deployment. The team conducts sick call services, medical  
3634 surveillance and preventive medicine support to CCP personnel while deployed. The team  
3635 augments the local medical facility when the CCP is not deployed.
- 3636           16-11.Operations Company
- 3637           ● Mission: The Operations Company provides administrative and logistical support to organic,  
3638 assigned, or attached personnel.
- 3639           ● Organization: The Operations Company consists of two officers, four NCOs and one junior  
3640 enlisted.
- 3641           ● Tasks: The Company provides administrative, logistical and training support to personnel from  
3642 the G-3/6/7/9 and the Fires and Protection cells assigned to the CCP. Examples of support are  
3643 leave and pass, awards, PMCS programs, and CBRN and marksmanship training etc. The  
3644 company maintains arms, CBRN and supply rooms to support training and maintenance of  
3645 equipment and facilities.
- 3646           16-12.Intelligence and Sustainment (I&S) Company
- 3647           ● Mission: The Intelligence and Sustainment (I&S) Company provides administrative and  
3648 logistical support to organic, assigned, or attached personnel.
- 3649           ● Organization: The I&S Company consists of two officers, four NCOs and one junior enlisted.

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- Tasks: The company provides administrative, logistical and training support to personnel from the G-1, G-2, G-4, G-8, Surgeon sections and the Engineer element. Examples of support are leave and pass, awards, PMCS programs, and CBRN and marksmanship training etc. The company maintains arms, CBRN and supply rooms to support training and maintenance of equipment and facilities.

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## Appendix A

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# Command and Support Relationships

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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.

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## CHAIN OF COMMAND

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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 later branch serves other purposes than providing operational direction to combatant commands 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.

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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, comprise forces that are normally subordinate to a Service component command but have been placed under the operational control (OPCON) 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.

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A-3. Under joint doctrine, each joint force includes a Service component command that provides administrative and logistic support to Service forces under OPCON 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.

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A-4. The Secretary of the Army directs the flow of administrative control (ADCON). Administrative control for Army units within a combatant command normally extends from the Secretary of the Army through the theater army, through an ARFOR, 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 ARFOR. Their primary considerations are the effectiveness of Army forces and the care of Soldiers.

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## ADMINISTRATIVE CONTROL

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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

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3700 equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization,  
3701 demobilization, discipline, and other matters not included in the operational missions of the subordinate or  
3702 other organizations (JP 1). It is a Service authority, not a joint authority. It is exercised under the authority  
3703 of and is delegated by the Secretary of the Army. ADCON is synonymous with the Army's Title 10  
3704 authorities and responsibilities.

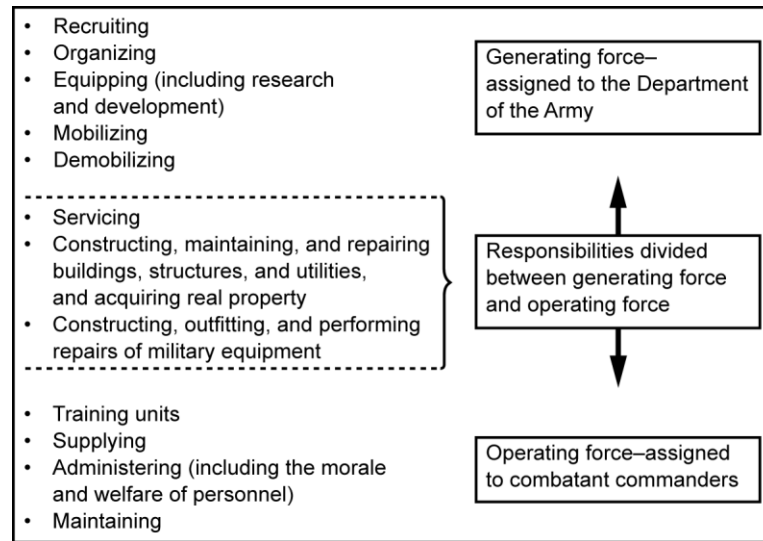
3705 A-6. ADCON of Army forces involves the entire Army. The generating force consists of those Army  
3706 organizations whose primary mission is to generate and sustain the operational Army's capabilities for  
3707 employment by joint force commanders. Operating forces consist of those forces whose primary missions  
3708 are to participate in combat and the integral supporting elements thereof (JP 1-02). Often, commanders in  
3709 the operating force and commanders in the generating force subdivide specific responsibilities. Army  
3710 generating force capabilities and organizations are linked to operating forces through co-location and  
3711 reachback.

3712 A-7. The theater army is always the senior Army headquarters assigned to a combatant command. Its  
3713 commander exercises command authorities as assigned by the combatant commander and ADCON as  
3714 delegated by the Secretary of the Army. ADCON is the Army's authority to administer and support Army  
3715 forces even while in a combatant command area of responsibility. Combatant command (command  
3716 authority) is the basic authority for command and control of the same Army forces. The Army is obligated  
3717 to meet the combatant commander's requirements for the operational forces. Essentially, ADCON directs  
3718 the Army's support of operational force requirements. Unless modified by the Secretary of the Army,  
3719 administrative responsibilities normally flow from Department of the Army through the theater army to  
3720 those Army forces assigned or attached to that combatant command. Theater Armies usually "share"  
3721 ADCON for at least some administrative or support functions. "Shared ADCON" refers to the internal  
3722 allocation of Title 10, U.S. Code, section 3013(b) responsibilities and functions. This is especially true for  
3723 Reserve Component forces. Certain administrative functions, such as pay, stay with the Reserve  
3724 Component headquarters, even after unit mobilization. Shared ADCON also applies to direct reporting  
3725 units of the Army that typically perform single or unique functions. The direct reporting unit, rather than  
3726 the theater army, typically manages individual and unit training for these units. The Secretary of the Army  
3727 directs shared ADCON

3728 **THEATER ARMY TITLE 10 USC RESPONSIBILITIES**

3729 A-8. Within its area of responsibility, the theater army may perform the following functions:  
3730 ● Servicing  
3731 ● Supplying  
3732 ● Training units  
3733 ● Maintaining/servicing and constructing/outfitting of Army Equipment  
3734 ● Mobilizing/demobilizing  
3735 ● Administering, including the morale and welfare of personnel  
3736 ● Construction, maintaining, repairing of buildings, structures, and utilities & management and  
3737 acquisition of real property

3738 A-9. Figure A-1. Normal Distributions of Army Administrative Control Responsibilities below depicts the  
3739 Theater Army's administrative control responsibilities.



3740 **Figure A-1. Normal Distribution of Army Administrative Control Responsibilities**

3741 **ARMY SUPPORT TO OTHER SERVICES (ASOS)**

3742 A-10. The following is a summary of the support requirements the Theater Army may be called on to  
 3743 accomplish:

- 3744 ● Overland Petroleum Support in Wartime
- 3745 ● Program Land-Based Water Resources to Support the GCC Requirements\*\*
- 3746 ● Single Manager for Conventional Ammunition (SMCA)\*\*
- 3747 ● Provide Supply
- 3748 ● Maintenance
- 3749 ● Distribution
- 3750 ● Transportation
- 3751 ● Common User Land Transportation in Overseas Areas
- 3752 ● General Engineering
- 3753 ● Health Services
- 3754 ● DoD Executive Agent for Armed Services Blood Program Office (ASBOO)\*\*
- 3755 ● DoD Biometrics
- 3756 ● DoD Executive Agent for DoD’s Military Immunization Program\*\*
- 3757 ● DoD Immunization Program for Biological Warfare Defense
- 3758 ● DoD Executive Agent for Veterinary Services\*\*
- 3759 ● Single Integrated Medical Logistics Management (SIMLM)
- 3760 ● Patient Evacuation
- 3761 ● Provide Treatment for EPWs and Civilians
- 3762 ● Medical Biological and Chemical Defense Research
- 3763 ● DoD Executive Agent for the Armed Forces Institute of Pathology (AFIP)\*\*
- 3764 ● DoD EPW Program\*\*
- 3765 ● DoD Executive Agent for the Military Postal Services\*\*
- 3766 ● DoD Executive Agent for the DoD Customs Inspection Program\*\*
- 3767 ● Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)
- 3768 ● DoD Executive Agent for Mortuary Affairs Program\*\* and Joint Mortuary

- 3769 ● Affairs Program
- 3770 ● Airdrop Equipment and Supplies
- 3771 ● Communications
- 3772 ● Civil Affairs
- 3773 ● NEO

3774 \*\* Denotes Executive Agent

3775 A-11. Table A-1. Army External Support to Other Services (ASOS) and Executive Agent Responsibilities  
 3776 will further detail the source authority, support responsibilities, and responsible agents for the different  
 3777 support functions the Theater Army may encounter.

3778 **Table A-1. Army External Support to Other Services and Executive Agent Responsibilities**

<i>Source Authority</i>	<i>Support Functions</i>	<i>Responsible Agent</i>	<i>Date</i>	<i>Notes (Quotes from Source Authority)</i>
	<b>Supply Systems</b>			
<b>Overland Petroleum Support</b>				
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	
Jt Pub 4-03	Army normally provides management of Overland Petroleum Support		4/12/2004	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
OpPlan XXX	Through 49th POL Group, plan for and execute the support of inland POL distribution to theater forces.	19th TSC		
<b>Land-Based Water Resources</b>				
DODD 4705.01	Program Land-Based Water Resources to Support the CINCs Requirements		7/9/1992	Executive Agent
OpPlan XXX	Assigned as the executive agent for tactical water resource management for USFK in support of contingency operations.	EUSA G4		
OpPlan XXX	On order, construct, maintain, and operate permanent and semi-permanent non-tactical water utility systems to support refugee. Displaced civilian and other humanitarian relief effort base camps.	EUSA Engineers		
OpPlan XXX	Monitor water quality standards throughout the theater.	18th MEDCOM		
OpPlan XXX	Provide water support to other services as coordinated in inter-service support agreements.	COMUSARCENT		
OpPlan XXX	Be prepared to provide backup water support in Saudi Arabia, Kuwait, and Iraq.	COMUSARCENT		
OpPlan XXX	Identify/coordinate water support requirements beyond organic capability with predominate service at each location.	COMUSARCENT		
OpPlan XXX	Provide water support to US forces located in or passing through USARCENT rear areas.	COMUSARCENT		
<b>Single Manager for Conventional Ammunition (SMCA)</b>				
DODD 5160.65	Single Manager for Conventional Ammunition (SMCA)		08/01/2008	
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		12/29/2008	

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	Munitions			
DODI 5160.68	Demilitarize and Dispose of All Conventional Ammunition		12/29/2008	
DODI 5210.65	<p>SUBJECT: Minimum Security Standards for Safeguarding Chemical Agents</p> <p>5.5.1. 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.</p> <p>5.5.2. Develop procedures for U.S. compliance with the Chemical Weapons Convention provisions for all the DoD Components.</p> <p>5.5.3. Establish requirements for safeguarding RCWM involved in an explosives or munitions emergency and/or recovered during planned munitions responses (e.g., CWM response) or other activities (e.g., range clearance activities).</p>		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 (DDESB)		08/19/2005	
OpPlan XXX	Maintain capability to receive, store, coordinate and distribute ammunition using maximum throughput and containerization consistent with unstuffing capability.	COMUSARCENT		
Provide Supply				

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
Jt Pub 4-01.4	The primary logistics-related functions of the Commander, Army Forces (COMARFOR) are: • Perform the following Army component command responsibilities: Provide management of overland petroleum support, including coastal and inland waterways, to US land-based forces of all DOD components; Provide common item and common service support to other components as required.	COMARFOR	8/22/2000	
CINCPA C OPLAN XXX	Arrange ISAs for CIS, service support, and other logistics support. Develop procedures for implementation of common item/common service support with service components in the KTO. CIS 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 Army, Air Force, Navy, Marine Forces, and US Agencies as identified by Service components.	COMUSKOREA		
OpPlan XXX	Plan for and support the onward movement of U.S. Army augmentation forces, and other service component forces, IAW existing policies and directives.	19th TSC		
OpPlan XXX	Provides logistics support of RS&O for U.S. forces, vehicles, cargo and personnel. Support requirements such as fuel, messing, beddown and parking space will be required for drivers and assets at the ports, RS&O sites, and at final destinations	19th TSC		
OpPlan XXX	EUSA/AMC coordinated preplanned supply increments of common items upon arrival in Korea are comingled and stored in Army operated supply facilities			

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	and will be available to USAF, USN and USMC elements by requisitioning through the 6 SPT CTR (MMC).			
OpPlan XXX	Demand supported requisitions (DSS or Non-DSS) will be submitted by 6 SPT CTR (MMC) to CONUS ICP/SICC commencing NLT D+5. These requisitions will include USAF, USN, and USMC common item support and supply buildup to attain and maintain the prescribed stockage objective.			
OpPlan XXX	Common Item Support: 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 ISSAs. The Army common items support has been agreed by ALCON (Ltr, HQ EUSA, DJ-P-O, 13 Feb 81, Subject: Memo of Record - Common Item Support Conference). Common item support provided by EUSA consists of the following classes of supply: I - operational rations, II - consumables/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.			
OpPlan XXX	As the theater logistics manager, responsible for common item and common service support. COMUSARCENT is responsible for all theater-level Army logistics forces and other support organizations (AFSB, DLA, MTMC, and other Joint agencies) in the theater.	COMUSARCENT		
OpPlan XXX	Is responsible for the management of the Theater Distribution Management Center	COMUSARCENT		



<i>Source Authority</i>	<i>Support Functions</i>	<i>Responsible Agent</i>	<i>Date</i>	<i>Notes (Quotes from Source Authority)</i>
	to ensure theater requirements for the management and movement of resources are processed and distributed.			
OpPlan XXX	As executing agent, receive, store, issue, coordinate and provide common items of Classes I, II, III, IV(B), and IX to other forces ashore.	COMUSARCENT		
OpPlan XXX	Maintain the theater reserve of chemical protection clothing and equipment.	COMUSARCENT		
<b>Procurement</b>				
JCS Memo No. 37	Ground Mobile Forces Tactical Satellite Communications			
JCS Memo No. 37	Ground Systems for Defense Satellite Communications			
Various OSD Memos	Support for United Nations Missions (furnish supplies, equipment, services)			
MOU with Air Force & Navy	Black Hawk and T-7000 Procurement			
<b>Miscellaneous Supply Services</b>				
DODD 5160.05	<p>SUBJECT: Roles and Responsibilities Associated with the Chemical and Biological Defense (CBD) Program (CBDP)</p> <p>(1) Coordinate and integrate RDT&amp;E and acquisition requirements of the Military Departments for DoD chemical and biological warfare defense programs.</p> <p>(2) Review all funding requirements for the CBDP.</p> <p>b. Pursuant to Reference (f):</p> <p>(1) Serve as Milestone Decision Authority for CBRND programs as delegated by the USD(AT&amp;L).</p> <p>(2) Establish a Joint Program</p>		10/09/2008	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	<p>Executive Officer for Chemical and Biological Defense (JPEO-CBD), reporting through the Army Acquisition Executive to the DAE, to serve as the Joint Service Materiel Developer and oversee total life-cycle acquisition management for assigned CBRND programs.</p> <p>(3) Designate a CBDP T&amp;E Executive to ensure adequacy of T&amp;E programs and infrastructure.</p> <p>(4) Establish a Joint Combat Developer for Experimentation for CBRND under the direction and supervision of the Director of the Joint Staff/J-8 JRO-CBRND.</p> <p>(5) Provide support and operational direction to the Director, Joint CBRND Program Analysis and Integration Office (PAIO)..</p>			
OpPlan XXX	Provide for billeting, messing, and medical support of transient personnel ... during other than unit moves.	COMUSARCENT		
DODD 3025.01	Emergency Water Responsibilities in CONUS		1/15/1993	
<b>Maintenance</b>				
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 non-reimbursable 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		12/29/2008	

<i>Source Authority</i>	<i>Support Functions</i>	<i>Responsible Agent</i>	<i>Date</i>	<i>Notes (Quotes from Source Authority)</i>
	ammunition at SMCA facilities on a non-reimbursable basis.			
OpPlan XXX	Provide seaport damage assessment and repair capability, port maintenance, and port development capability in coordination with COMUSNAVCENT, as required.	COMUSARCENT		
<b>Distribution</b>				
Jt Pub 4-01.4	The primary logistics-related functions of the Commander, Army Forces (COMARFOR) are • Develop theater lines of communications (LOCs) 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 CINC; 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 MTMC 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 ITV requirements by providing ITV data feeds at key transportation nodes to GTN and joint total asset visibility (JTAV).	COMARFOR	8/22/2000	
<b>Transportation</b>				
DODD 6055.9	DoD Executive Agent for DoD emergency response to transportation mishaps involving ammunition and explosives		08/19/2005	

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
OpPlan XXX	25th Trans Bn will establish Movement Control Teams (MCT) to service transportation needs of all U.S. units in theater.	25th Trans Bn		
OpPlan XXX	Serves as the U.S. Theater Movement Control Agency (TMCA) providing movement management services and highway traffic regulation on all U.S. forces until closure of the TAMCA	25th Trans Bn		
OpPlan XXX	Tasks assigned US common user lift transportation (CULT) in support of US forces	25th Trans Bn		
<b>Common-User Land Transportation in Overseas Areas</b>				
Jt Pub 4-01.5	Secretary of the Army has single manager transportation responsibilities for land transportation		/9/2002	
Jt Pub 4-01.3	The Army component usually provides common-user land and inland waterway transport		4/9/2002	
OpPlan XXX	Plan for the in-country distribution of dry cargo arriving at KIMHAE, POHANG, and KWANGJU	19th TSC		
OpPlan XXX	Executive agency authority for all theater U.S. movement/transportation.	EUSA G-4		
OpPlan XXX	Provide theater-level command and control for common-user water terminal operations, common-user line haul transportation, common-user waterborne transportation, and common user rail transportation.	19th TSC		
OpPlan XXX	Provide or arrange for common user line-haul transportation, including wholesale distribution of bulk POL and water and aerial/water port clearance.	COMUSARGENT		
<b>Operate Overseas Ocean Terminals</b>				
Jt Pub 4-01.3	In-Theater Surface, Sealift, and Inland Waterway Transportation Requests		4/9/2002	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
Jt Pub 4-01.5	Operate some or all water terminals in the theater in coordination with the MTMC port manager.		4/9/2002	
OpPlan XXX	Manage and operate US common user military ocean terminals in Korea	837th Medium Port Command/MTM C		
OpPlan XXX	Serves as single Port Manager for Korea.	837th Medium Port Command/MTM C		
OpPlan XXX	Port Terminal Operations: The Military Traffic Management Command (MTMC) is the U.S. Single Port Manager. The Combined Seaport Coordination Center (CSCC), a coordinating agency of CTMC, manages and workloads port operators in common-user seaports in CFC area of responsibility. The CSCC interfaces with the CINC's and designates Logistics Over the Shore (LOTS) commander to coordinate common-user seaport and sealift assets to support logistics over the shore operations.	MTMC		
OpPlan XXX	The Port Movement Control Teams (PMCTs) coordinate intratheater line haul movement of passengers and cargo discharged at APODs.	25th Trans Bn		
OpPlan XXX	Serve as Port Manager unless CINC directs otherwise i.e. 837th MPC	MTMC		
OpPlan XXX	Provides traffic management, CONUS commercial air and surface transportation and common user ocean terminal support.	MTMC		
OpPlan XXX	Through MTMC, operate all common user seaports. Assist USNAVENT and USMARCENT in operation of all expeditionary seaports, as required.	COMUSARCENT		

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
OpPlan XXX	Operate common user seaport terminals using US military, MTMC, multinational and/or commercial sea ports and related terminal services for transit of DOD cargo, and clearance of cargo through customs based on CENTCOM established policy and procedures with HN.	COMUSARCENT		
<b>Miscellaneous Transportation</b>				
DoDD 4500.9E	The Secretary of the Army shall serve as the DoD Executive Agent for the Military Assistance to Safety and Traffic (MAST) program		09/11/2007	Executive Agent
DODI 5160.68	<p>SUBJECT: Single Manager for Conventional Ammunition (SMCA): Responsibilities of the SMCA, the Military Services, and United States Special Operations Command (USSOCOM)</p> <p>(1) Coordinate with the Joint Munitions Transportation Coordinating Activity (JMTCA) for performing duties, as delineated in DTR 4500.9-R (Reference (p)), so that the JMTCA 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>		12/29/2008	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	(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. (4) Plan for and maintain a transportation and handling capability to meet projected contingency requirements.			
Jt Pub 4-01.5	DOD Single Manager for Military Traffic Management		4/9/2002	
OpPlan XXX	Manages the operation of US owned rolling stock.			
OpPlan XXX	Fulfills U.S. unit requests for common user transportation when they become available in theater.			
OpPlan XXX	Coastal Sealift: The Combined Seaport Coordination Center (CSCC) manages and workloads all common user coastal sealift in CFC area of responsibility. ROK Defense TRANSCOM mobilized sealift, U.A. Army Logistic Support Vessels (LSV) and Landing Craft Utility (LCU) are considered common user coastal sealift.			
<b>General Engineering</b>				
DODD 4270.05	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,		2/12/2005	Construction Agent

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	excluding Kenya and Somalia, Taiwan, Turkey.			
DODD 4270.05	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, and/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 4270.05	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	
OpPlan XXX	Provide initial military troop construction support to US Forces, as appropriate. Support EAC engineer requirements beyond the capabilities of USCENTAF, USMARCENT, and USNAVCENT.	COMUSARCENT		
JT Pub 4-04	US Army Corps of Engineers (USACE) 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, The Army's Civil Works Program.		9/27/2001	
JT Pub	The Army has extensive real		9/27/2001	



<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
4-04	estate acquisition and troop construction support capabilities.			
<b>Health Services</b>				
DODD 6490.2	Designate the Secretary of the Army as the DoD Executive Agent for the Armed Forces Health Surveillance Center (AFHSC), which includes the Defense Medical Surveillance System (DMSS) and the DoD Serum Repository (DoDSR)		08/24/2009	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 (ASBPO)		4/29/1996	Executive Agent
DODD 6000.12	Fund for Blood Procurement from Civilian Sources and manage the ASBPO and Provide Administrative Support.		4/29/1996	
DODI 6480.04	DoD Executive Agent for Armed Services Blood Program Office (ASBPO)		8/5/1996	
Jt Pub 4-02.1	Armed Services Blood Program Office (ASBPO) Resp.		10/6/1997	
CINCPA C OPLAN XXX	EUSA will serve as the Single Integrated Medical Logistics Manager (SIMLM) (Class 8A) on the KOREAN PENINSULA.	EUSA		
<b>DoD Biometrics</b>				
DoDD 8521.01E	Provide for, manage, and maintain a biometrics center of excellence		2/28/2008	
DoDD 8521.01E	Program for and budget sufficient resources to support common enterprise requirements documentation, architecture development, materiel development, test and evaluation, lifecycle management, prototyping, exercises, records		2/28/2008	

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	management, demonstrations, and evaluations to include efforts at maturing viable technologies and standards.			
DoDD 8521.01E	Program for and budget sufficient resources to support common biometric data management, training, operations, and lifecycle support.		2/28/2008	
DoDD 8521.01E	Coordinate all component biometric requirements with DoD Component members of the DoD Biometrics EXCOM		2/28/2008	
<b>DoD Executive Agent for DoD's military immunization program</b>				
DoDD 6205.02E	Establish a MILVAX Office to synchronize, integrate, and coordinate efforts in immunization services for all DoD Components.		9/19/2006	
DoDD 6205.02E	Provide a comprehensive access point for information, education resources, and coordination of immunization-related activities for the Military Services.		9/19/2006	
<b>DoD Immunization Program for Biological Warfare Defense</b>				
DoDD 6205.3	Vaccine Research and Development		11/26/1993	
DoDD 6205.3	Vaccine Acquisition and Stockpiling		11/26/1993	
<b>Veterinary Services</b>				
DODD 6400.4	DOD Executive Agent for Veterinary Services		8/22/2003	Executive Agent
Jt Pub 4-02	DOD Executive Agent for veterinary services for all Services and the advisor to the JFS 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		7/30/2001	

<i>Source Authority</i>	<i>Support Functions</i>	<i>Responsible Agent</i>	<i>Date</i>	<i>Notes (Quotes from Source Authority)</i>
	assistance or other operations. Army Veterinary Corps, Navy Preventive Medicine, and Air Force Public Health provide food safety services, assuring food quality.			
OpPlan XXX	For U.S. Forces, the US Eighth Army has lead responsibility for providing veterinary support within the Korean Theater of Operations.	EUSA		
OpPlan XXX	Provide veterinary services to other components and supporting forces no later than C030, as required.	COMUSARCENT		
OpPlan XXX	Ensure the safety of the food supply and the health care of military working dogs.	COMUSARCENT		
OpPlan XXX	Provide aerial spray for insect (vector) control within deployed capabilities and coordinate ...	COMUSARCENT		
<b>Single Integrated Medical Logistics Management (SIMLM)</b>				
Jt Pub 4-02	Single Integrated Medical Logistics Management (SIMLM)		4/26/1995	
Jt Pub 4-07	Currently, the US Army is designated as the SIMLM in Europe and Korea.		6/11/2001	
OpPlan XXX	Will serve as the Executive Agent and function as the central point for all component requirements for optical fabrication and repair.	COMUSARCENT		
OpPlan XXX	Ensure adequate Class VIIIA supplies for Air Force forces until Single Item manager system is established by COMUSARCENT	COMUSARCENT		
OpPlan XXX	Provide medical maintenance support.	COMUSARCENT		
EUCOM Directive 67-6	CG USAREUR will act as the Executive Agent for USEUCOM regarding the SIMLM mission. The CG USAREUR' lead agent will (1) Operate the central theater medical materiel and distribution system. (2) Provide intermediate	CG USAREUR	03/16/2000	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	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.			
<b>Patient Evacuation</b>				
Jt Pub 4-02	Army aeromedical ambulance assets may provide dedicated patient movement to and from Navy hospital ships.		7/30/2001	
OpPlan XXX	Provide air ambulance support to hospital ships (T-AH) as required by USCINCCENT.	COMUSARCENT		
<b>Provide Treatment for EPWs and Civilians</b>				
OpPlan XXX	Provide HSS for EPWs and civilian war casualties.	COMUSARCENT		
<b>Medical Biological and Chemical Defense Research</b>				
DODD 5160.05	Secretary of the Army as the DoD Executive Agent for the chemical, and biological, defense program (CBDP).		10/09/2008	
DODD 5154.24	DoD Executive Agent for the Armed Forces Institute of Pathology (AFIP)		10/3/2001	Executive Agent
<b>Miscellaneous Services</b>				
<b>DoD Detainee Program</b>				
DODD 2310.01	<p>5.7.1. 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>5.7.2. Develop and promulgate guidance, regulations, and instructions necessary for the DoD-wide implementation of detainee operations policy in coordination with USD(P).</p> <p>5.7.3. Communicate directly with the Heads of the DoD</p>		09/05/2006	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	<p>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>5.7.4. Designate a single point of contact within the Department of the Army for detainee operations policy, who shall also provide advice and assistance to USD(P).</p> <p>5.7.5. Plan for and operate a national-level detainee reporting center and its elements (e.g., theater and lower levels) to account for detainees. Coordinate with USD(P) to provide reports on detainee operations to the Secretary of Defense and others as appropriate.</p> <p>5.7.6. Recommend DoD-wide detainee operations-related planning and programming guidance to the USD(P), USD(AT&amp;L), USD(I), USD(P&amp;R), 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. 5.7.7. Establish detainee operations training and certification standards, in coordination with the Secretaries of the Military Departments and the Joint Staff.</p> <p>5.7.8. Develop programs to ensure all DoD detainee operations policy; doctrine; tactics, techniques, and procedures; and regulations or</p>			

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	other issuances are subject to periodic review, evaluation, and inspection for effectiveness and compliance with this Directive.			
OpPlan XXX	Provide logistic support to displaced civilians, civilian internees, and Enemy Prisoners of War (EPWs) with capabilities and IAW the Geneva Convention. Establish EPW and civilian internee camps, as governed by customary law	COMUSARCENT		
<b>Military Postal Services</b>				
DODD 5101.11	DoD Executive Agency for the Military Postal Service (MPS)		1/31/2005	Executive Agent
	Manage the MPS throughout the Department of Defense in accordance with guidance provided by the USD(AT&L). The MPS shall provide efficient and responsive postal service to authorized personnel and organizations outside the United States.			
DODI 4525.07	[DoD Executive Agent] for Military Postal Services - Establish a support team composed of personnel from the Military Postal Service Agency (MPSA) to provide technical assistance and monitor command postal operations for all Military Services in overseas areas.		4/2/1981	
<b>Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)</b>				
Jt Pub 4-01.6	Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)		11/12/1998	
<b>Joint Mortuary Affairs Program</b>				
DoDD 1300.22	Serve as the Executive Agent for mortuary affairs for the		2/2/2000	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	Department of Defense			
DoDD 1300.22	Maintain a mortuary affairs force structure		2/2/2000	
DoDD 1300.22	Maintain the Central Joint Mortuary Affairs Office (CJMAO) and appoint a Chairman.		2/2/2000	
DoDD 1300.22	Operate theater and CONUS personal effects depots in support of all Military Forces		2/2/2000	
DoDD 1300.22	Establish and maintain a doctrine and training integration center for joint tactics, techniques and procedures		2/2/2000	
DoDD 1300.22	Operate and maintain a central identification laboratory in peacetime and establish other regional identification laboratories when required to support military operations.		2/2/2000	
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.		2/2/2000	
DoDD 1300.22	Administratively process cases considered by the Armed Forces Identification Review Board in coordination with the other Services.		2/2/2000	
Jt Pub 4-06	DCSLOG is centralized manager for human remains pouches, etc.		8/28/1996	
CFC OPLAN XXX	For U.S. Forces, the US Eighth Army has lead responsibility for providing veterinary support within the Korean Theater of Operations.	EUSA		
OpPlan XXX	Implement the Wartime Mortuary Affairs Program			
OpPlan XXX	The EUSA G4, Service Component Mortuary Affairs Officer (SCMAO) will coordinate with the SCMAO for USAFK, USNFK, and USMARFORK to provide backup general mortuary affairs support utilizing EUSA mortuary affairs assets.	EUSA G-4		

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
OpPlan XXX	EUSA will serve as the executive agent for the Concurrent return and Graves Registration Programs within the ROK.	EUSA G-4		
<b>Airdrop Equipment and Supplies</b>				
OpPlan XXX	On order, provide airdrop equipment capabilities to the theater.	COMUSARCENT		
OpPlan XXX	Provide supplies, equipment, and personnel for airdrop operations to support potential resupply requirements.	COMUSARCENT		
<b>Other Miscellaneous Services</b>				
AR 700-45/AFR 400/OPN AV INST 4600 10C	Port Operations Support at Arctic Designated Ports		2/20/1987	
AR 525-25/AFR 55-9	Support Tactical Air Control Parties in Support to the Army		6/6/1986	
AR 115-10/AFR 105.3	Support Weather Elements Under Army Control		4/1/1990	
<b>Non Logistical Support</b>				
<b>Communications</b>				
Jt Pub 6-0	The Army's responsibility includes those Defense Communications System (DCS) facilities that are assigned to the Army for engineering, installation, operation, and maintenance.		5/30/1995	
<b>Civil Affairs</b>				
DoDD 5100.1	6.6.1.2. The primary functions of the Army are: 6.6.1.2.7. To provide forces for the occupation of territories abroad, including initial establishment of military government pending transfer of this responsibility to other authority.		8/1/2002	



<i>Source Authority</i>	<i>Support Functions</i>	<i>Responsible Agent</i>	<i>Date</i>	<i>Notes (Quotes from Source Authority)</i>
JP 3-57.1	In accordance with the force levels, programs, plans, and missions approved by the Secretary of Defense, the Secretary of the Army is responsible for recruiting, training, organizing, equipping, and mobilizing units and personnel to (1) meet the CA requirements of the CDRUSSOCOM and (2) provide CA requested by the other DOD components as directed by the Secretary of Defense.		4/14/2003	
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 USCINCSOC, U.S. Army personnel qualified in civil affairs.		6/27/1994	
<b>Military Support to Civil Authorities</b>				
DoDD 3025.01	MSCA Responsibilities in Support of Civil Authorities		1/15/1993	
DoDD 3025.12	Executive Agent for Military Assistance for Civil Disturbances		2/4/1994	
DoDD 3025.15	The Secretary of the Army is approval authority for emergency support in response to natural or man-made disasters, as specified by this Directive.		2/18/1997	
DoDD 3025.15	The Secretary of the Army shall assist the Secretary of Defense as the DoD Executive Agent for civil emergencies (disaster consequence management) during the consequence management phase of terrorist incidents.		2/18/1997	
DoDD 3025.16	The Secretary of the Army shall establish and administer a standard DoD Military Emergency Preparedness Liaison Officer (EPLO) training course consistent with the policies specified in this and referenced Directives.		12/18/2000	
DoDD	Executive Agent for assisting the		4/13/1972	

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
5030.50	USPS in restoring and maintaining essential mail service in CONUS			
<b>Financial/Contracting</b>				
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 SOFAs with countries not covered by Reference (e).		11/11/2006	
OpPlan XXX	The United States Army is the lead agent responsible for contracting within the Republic of Korea	US Army		
OpPlan XXX	US Army Contracting Command, Korea (USCCK) has responsibility for contract support and administration for USFK, except for contracts issues and/or administered by DCMC, Army Material Command (AMC), TRANSCOM, DLA, AAFES, DECA, and the Corps of Engineers.	USCCK		

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
OpPlan XXX	Be prepared to act as USCINCENT executive agent (USExAgt)for central funding... Act as USExAgt for control and distribution of assets of US & foreign financial operations recovered during operations. Act at USExAgt for paying EPWs & civilian internees.	COMUSARCENT		
OpPlan XXX	Single-Service claims responsibility for Kuwait.	COMUSARCENT		
DoDI 5160.68	Coordinate LOGCAP requirements.	USAMC	12/29/2008	
<b>Confinement Facilities</b>				
OpPlan XXX	Will, on order, establish a joint confinement facility in the AOR.	COMUSARCENT		
OpPlan XXX	Provide military police assets for USCENTCOM HQ internal and rear area security and USCINCENT security, as required.	COMUSARCENT		
OpPlan XXX	Serve as Executive Agent for the confinement of US prisoners in the theater and establish a joint US confinement facility as required.	COMUSARCENT		
<b>NEO</b>				
Jt Pub 3-07.5	Act as the designated DOD Executive Agent for repatriation planning and operations, and coordinate within the Department of Defense 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, US nationals, and designated aliens evacuated during a NEO.		9/30/1997	
DoDD 3025.14	Executive Agent for Repatriation Planning and Operations		12/08/2003	
OpPlan XXX	NEO: Executive Agent for NEO, will control and manage the execution of NEO through the JTF-NEO and COMUSKOREA.	CG EUSA		

**Appendix A**

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
<b>Mapping, Charting &amp; Geodesy</b>				
OpPlan XXX	Provide mapping, charting, and geodesy (MC&G) to deployed and deploying forces as tasked by USCINCPAC	CG USARPAC		
<b>Other</b>				
DODD 4500.09	Executive Agent for the MAST program		09/11/2007	
DODD 4120.11	Lead Standardization Activity for Generators and Generator Sets, Electrical		04/13/2004	
DODI 5040.4	SUBJECT: Joint Combat Camera (COMCAM) Program 5.4.1. As the Network Infrastructure Services Agency for the Pentagon, provide information technology services to the JCCC. 5.4.2. As the VI service center for the National Capital Region, provide visual information support to the JCCC. 5.4.3. Ensure availability of static line and free fall jump-qualified COMCAM personnel to support operational requirements.		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 (WHINSEC)		03/18/2010	
DODI 5129.47	5.3. The Heads of the DoD Components shall support the Center for Countermeasures as follows: 5.3.1. Identify all weapon systems and related components and provide appropriate system data to the Center for countermeasures to assist in CM/CCM T&E of these systems. 5.3.2. Coordinate with the Center for Countermeasures on the scope, depth, and schedule of weapon system CM/CCM testing activities. 5.4. The Secretaries of the Army		10/24/2007	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	<p>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>5.5. 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 DOT&amp;E.</p>			
DODD 5515.9	<p>4.2. 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>4.3. The Secretary of the Army shall, under reference (c) and on</p>		10/31/2006	

<b>Source Authority</b>	<b>Support Functions</b>	<b>Responsible Agent</b>	<b>Date</b>	<b>Notes (Quotes from Source Authority)</b>
	<p>behalf of the Secretary of Defense:</p> <p>4.3.1. 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>4.3.2. May re-delegate the responsibility assigned by paragraphs 4.2. and 4.3.1.above, 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>			
DoDD 5100.3-CHANGE -2	SUBJECT: Support of the Headquarters of Combatant and Subordinate Joint Commands		03/24/2004	
DoDD 5160.5	Secretary of the Army as the DoD Executive Agent for the CBDP pursuant to sections 1522 and 1523 of title 50, United States Code (U.S.C.)		10/09/2008	

3779

3780

## Appendix B

3781

# Sample Army Service Component Directive

3782 Copy No. 001

3783 HQ US Army Europe

3784 Heidelberg, Germany

3785 xx March 20xx

3786

3787 Subject: USAREUR Directive xx-03: COMMAND AND ORGANIZATION OF ARMY FORCES

3788 SUPPORTING Joint Task Force (JTF) SOLID HAMMER (SH), xx March 200x

3789

### 3790 1. OPERATIONAL COMMAND RELATIONSHIPS

3791

3792 a. The SECDEF has designated Commander, US European Command (EUCOM) the supported commander for  
3793 Operation Solid Hammer. Commanders, JFCOM, CENTCOM, AFRICOM, TRANSCOM, SOCOM, and  
3794 STRATCOM are supporting commanders; DIA, CIA, NSA, NGA, DISA, DLA, and the Military Departments  
3795 are supporting agencies.

3796

3797 b. Commander, EUCOM has established JTF Solid Hammer, with headquarters in Costanza, Romania, to plan  
3798 and conduct joint operations in Georgia as part of a multinational force.

3799

3800 c. Commander, EUCOM, has requested and been allocated V Corps to serve as the Joint Force Land  
3801 Component Command HQs for Solid Hammer as well as other operational Army units to serve in the JTF.

3802

### 3803 2. ADMINISTRATIVE CONTROL AND SUPPORT (ADCON) RELATIONSHIPS

3804

3805 a. Commander, US Army Europe is Commander of the Army Service component command of Europe  
3806 (USAREUR) and has ADCON of all Army forces assigned or attached to EUCOM. The Secretary of the Army  
3807 fulfills his responsibility for ADCON of Army forces assigned or attached to USAREUR through the Chief of  
3808 Staff of the Army (CSA).

3809

3810 b. The Secretary of the Army designates USAREUR as the Army ASCC for providing administrative control  
3811 and support to the ARFOR for Operation Solid Hammer. Other Army ACOMs, ASCCs, and DRUs will support  
3812 USAREUR as directed by CSA. FORSCOM, INSCOM, NETCOM, AMC, and HQ DA will be prepared to  
3813 support USAREUR with planning in their areas of expertise; USAREUR will establish requirements through  
3814 HQ DA.

3815

3816 c. This USAREUR directive authorizes V Corps as the Army Force (ARFOR) HQs under ADCON of  
3817 USAREUR to establish Task Force Condor as an Army Task Force. Operational subordination of Task Force  
3818 Condor as the Army Force (ARFOR) of JTF Solid Hammer and the subsequent attachment of Army forces to V  
3819 Corps as the JFLCC will be as directed through the operational chain of command. CG, USAREUR will fulfill  
3820 Secretary of the Army responsibilities for administrative control and support of TF Condor

3821 through V Corps. Within USAREUR, 21st TSC is designated the support major subordinate command (MSC)  
3822 for Operation Solid Hammer; other USAREUR commands and agencies will support TF Condor through the  
3823 21st TSC.

3824

3825 d. Army TF Condor will be composed of a commander and staff as provided by V Corps. The commander of  
3826 TF Condor is the ARFOR commander for JTF Solid Hammer and will exercise ADCON of all Army forces  
3827 assigned or attached to that JTF through the operational chain of command. Appendix A, Task Organization  
3828 contains the proposed structure of TF Condor.

3829 e. V Corps will supplement this directive by publishing changes to the Task Organization of Army forces  
3830 committed to this joint operation and such other organizational instructions as he determines are necessary. V  
3831 Corps commander has the authority to organize his attached Army forces consistent with operational directives.  
3832 An information copy of V Corps/TF Condor organizational directives will be forwarded to HQDA and HQ  
3833 USAREUR within 24 hours after approval by the appropriate commander.

3834  
3835 By order of CG, USAREUR

3836  
3837  
3838  
3839  
3840

3841 APPENDIX A TO USAREUR DIRECTIVE XX-03

3842

3843 TF CONDOR TASK ORGANIZATION

3844 V Corps HQ (-)

3845 2d Cavalry Regiment (Stryker)

3846 172nd HBCT

3847 173rd IBCT (Airborne)

3848 12th Aviation Brigade (+)

3849 504th BFSB

3850 303 MEB (USAR)

3851 95th MP Bn

3852 5-7 ADA Bn

3853 83d Chem Bn (attached)

3854 94th Eng Bn (Cbt Hvy) (+)

3855 7th Signal Bde (-)

3856 55th Sig Co (COMCAM) (OPCON)

3857 66 MI Bde (-)

3858 6th PSYOP Bn (OPCON)

3859 318th Public Affairs HQ (USAR) (attached)

3860 350th Mobile Public Affairs Detachment (USAR) (attached)

3861 415 CA Bn (USAR) (attached)

3862 1st IO Cmd FST, VAT

3863 TF 21(Army Support Element)

3864 21st TSC HQ (FWD)

3865 30th Med Cmd DCP

3866 16th Sustainment Brigade (+/-)

3867 24th Trans (Port) Bn, 7th Sustainment Brigade (attached)

3868 1st HSRC (-)

3869 266th FMC

3870 ARSOF (ADCON)

3871 10th SF GRP (-)

3872

## Glossary

3873

### SECTION I – ACRONYMS AND ABBREVIATIONS

AAA	Army Audit Agency
AADP	area air defense plan
ABT	air breathing threat
AC2	Airspace Command and Control
ACE	Analysis and Control Element
ACP	Army campaign plan



<b>ADCON</b>	administrative control
<b>AJBPO</b>	Area Joint Blood Program Office
<b>AEA</b>	Army Executive Agent
<b>AFSB</b>	Army Field Support Brigade
<b>AMC</b>	Army Material Command
<b>AMD</b>	air and missile defense
<b>AOC</b>	air operations center
<b>AOR</b>	area of responsibility
<b>APS</b>	Army prepositioned stocks
<b>ARB</b>	Acquisition Review Board
<b>ARFOR</b>	Army force
<b>ARNG</b>	Army National Guard
<b>ARSTRUC</b>	Army structure message
<b>ASCC</b>	Army Service Component Commander
<b>ASOS</b>	Army Support to Other Services
<b>AT</b>	antiterrorism
<b>B2C2WG</b>	boards, bureaus, centers and cells working group
<b>BCT</b>	brigade combat team
<b>BES</b>	budget estimate submission
<b>BFT</b>	Blue Force Tracking
<b>BUB</b>	battle update brief
<b>C2</b>	command and control
<b>CAO</b>	Civil Affairs Operations
<b>CBRN</b>	chemical, biological, radiological and nuclear
<b>CBRNE</b>	chemical, biological, radiological, nuclear and high yield explosive
<b>CCDR</b>	Combatant Commander
<b>CCDOR</b>	Combatant Commander's daily operational requirements
<b>CCIR</b>	Commander's Critical Information Requirements
<b>CCP</b>	Contingency Command Post
<b>CG</b>	Commanding General
<b>CI</b>	counterintelligence
<b>CID</b>	Criminal Investigation Division
<b>CIL</b>	critical information list
<b>CMO</b>	Civil Military Operations
<b>COIC</b>	Current Operations Integration Cell
<b>COMSEC</b>	communications security
<b>CONPLAN</b>	concept plan
<b>COP</b>	common operating picture
<b>COPSD</b>	Current Operations Division
<b>CoS</b>	Chief of Staff
<b>CPLAN</b>	command plan

<b>CPX</b>	command post exercise
<b>CSA</b>	Chief of Staff of the Army
<b>CSC</b>	Cryptologic Support Group
<b>CSM</b>	Command Sergeant Major
<b>CUB</b>	command update brief
<b>CUL</b>	common user logistics
<b>D3A</b>	decide, detect, deliver, assess
<b>DART</b>	Disaster Assistance Response Teams
<b>DP</b>	decision point
<b>DCG</b>	Deputy Commanding General
<b>DOTMLPF</b>	doctrine, organization, training, materiel, leader education, personnel, and facilities
<b>DTS</b>	Defense Travel System
<b>DVIDS</b>	digital video imagery distribution system
<b>EEFI</b>	essential elements of friendly information
<b>EOD</b>	explosive ordnance disposal
<b>EPW</b>	enemy prisoner of war
<b>ESC</b>	Expeditionary Sustainment Command
<b>EW</b>	electronic warfare
<b>FAIO</b>	Field Artillery Intelligence Officer
<b>FAO</b>	Foreign Area Officer
<b>FD</b>	foreign disclosure
<b>FEMA</b>	Federal Emergency Management Authority
<b>FHP</b>	force health protection
<b>FMD</b>	Force Management Division
<b>FPCON</b>	force protection condition
<b>FRAGO</b>	fragmentary order
<b>FSCOORD</b>	Fire Support Coordinator
<b>FUOPS</b>	future operations
<b>FUPLAN</b>	future plans
<b>GAO</b>	Government Accountability Office
<b>GCC</b>	Geographic Combatant Commander
<b>GCCS</b>	Global Command and Control System
<b>GEOINT</b>	Geospatial Intelligence
<b>HA/DR</b>	Humanitarian Assistance and Disaster Response
<b>HHB</b>	Headquarters and Headquarters Battalion
<b>HNS</b>	host nation support
<b>HR</b>	human resources
<b>HRC</b>	Human Resources Command
<b>HRSC</b>	Human Resources Support Center
<b>HSC</b>	Headquarters and Service Company

<b>I&amp;S</b>	intelligence & sustainment
<b>I&amp;W</b>	intelligence & warning
<b>IA</b>	individual augmentee
<b>IAM</b>	individual augmentee management
<b>ICD</b>	Intelligence Control Division
<b>IE</b>	information engagement
<b>IG</b>	Inspector General
<b>IO</b>	information operations
<b>IOD</b>	Intelligence Operations Division
<b>IMA</b>	International Military Affairs
<b>INFOSYS</b>	information systems
<b>INSCOM</b>	intelligence and security command
<b>IPB</b>	intelligence preparation of the battlefield
<b>IPL</b>	integrated priority list
<b>IPT</b>	integrated process team
<b>IR</b>	information requirements
<b>I/R</b>	internment/resettlement
<b>ISD/FDO</b>	Intelligence Support Division/Foreign Disclosure Office
<b>ISOPREP</b>	isolated personnel report
<b>ISR</b>	intelligence, surveillance, reconnaissance
<b>JFLC</b>	Joint Force Land Component
<b>JFLCC</b>	Joint Force Land Component Commander
<b>JIIM</b>	joint, interagency, intergovernmental, and multinational
<b>JLOTS</b>	Joint Logistics Over The Shore
<b>JMD</b>	joint manning document
<b>JOA</b>	joint operational area
<b>JOPEs</b>	Joint Operation Planning and Execution System
<b>JPERSTAT</b>	Joint Personnel Status and Casualty Report
<b>JQRR</b>	Joint Quarterly Readiness Review
<b>JROC</b>	Joint Requirements Oversight Council
<b>JSA</b>	joint security area
<b>JSCP</b>	joint strategic capabilities plan
<b>JQO</b>	joint qualified officer
<b>JTCB</b>	joint targeting coordination board
<b>JTF</b>	joint task force
<b>JUONS</b>	joint urgent operational needs
<b>KM</b>	Knowledge Management
<b>KTO</b>	Kuwait Theater Operation
<b>L&amp;O</b>	Law and Order
<b>LNO</b>	liaison officer
<b>LOGCAP</b>	Logistics Civilian Augmentation Program

<b>M2</b>	Movement and Maneuver
<b>MA</b>	mortuary affairs
<b>MC4</b>	medical communications for combat casualty care
<b>MCO</b>	major combat operations
<b>MCP</b>	Main Command Post
<b>MDEP</b>	management decision packages
<b>MDMP</b>	military decision making process
<b>METL</b>	mission essential task list
<b>METT-TC</b>	mission, enemy, terrain and weather, troops available, time available, civil considerations
<b>MIB</b>	Military Intelligence Brigade
<b>MIPR</b>	military interdepartmental purchase request
<b>MP</b>	Military Police
<b>MRBN</b>	Medium Range Ballistic Missile
<b>MTOE</b>	Modified Table of Organization and Equipment
<b>MWD</b>	military working dogs
<b>MWR</b>	Morale, Welfare, Recreation
<b>NEO</b>	Non-combatant Evacuation Operations
<b>NETOPS</b>	network operations
<b>NGO</b>	Non-Government Organization
<b>NSA</b>	National Security Agency
<b>OCP</b>	operational command post
<b>OGA</b>	other government agency
<b>OIC</b>	office in charge
<b>ONS</b>	operational needs statement
<b>OPCON</b>	operational control
<b>OPLAN</b>	operation plan
<b>OPORD</b>	operations order
<b>OPSEC</b>	operational security
<b>ORSA</b>	Operations Research and Systems Analysis
<b>OSINT</b>	open source intelligence
<b>PA</b>	Public Affairs
<b>PAO</b>	Public Affairs Office
<b>PBAC</b>	Program Budget Advisory Committee
<b>PBUSE</b>	Property Book Unit Supply Enhanced
<b>PDM</b>	program decision memorandum
<b>PEPP</b>	plans, exercises, programs, policy
<b>PIR</b>	priority information requirements
<b>POLAD</b>	Political-Military Advisor
<b>POM</b>	Program Objective Memorandum
<b>PPBE</b>	Planning, Programming Budget Execution

<b>PPBES</b>	Planning Programming Budget Execution System
<b>PR</b>	personnel recovery
<b>PSYOP</b>	Psychological Operations
<b>RFI</b>	request for information
<b>RFF</b>	request for forces
<b>RMT</b>	resource management tool
<b>ROC</b>	regional operations company
<b>R&amp;R</b>	rest and recuperation
<b>RS</b>	religious support
<b>RSO&amp;I</b>	Reception, Staging, Onward Movement and Integration
<b>RSR</b>	resource status reports
<b>SCD</b>	Security Cooperation Division
<b>SCI</b>	Sensitive Compartmented Information
<b>SCIF</b>	Sensitive Compartmented Information Facility
<b>SDDC</b>	Service Deployment and Distribution Command
<b>SGS</b>	Secretary of the General Staff
<b>SIF</b>	strategic internment facility
<b>SIGINT</b>	Signal Intelligence
<b>SITREP</b>	situation report
<b>SJA</b>	Staff Judge Advocate
<b>SJFHQ</b>	Standing Joint Force Headquarters
<b>SJFH (CE)</b>	Standing Joint Force Headquarters (core Element)
<b>SOFA</b>	Status of Forces Agreement
<b>SSE</b>	sensitive site exploitation to be replaced by “site exploitation”
<b>SSO</b>	Special Security Office
<b>STO</b>	special technical operations
<b>SWO</b>	staff weather office
<b>SYSAD</b>	systems administrator
<b>TA</b>	Theater Army
<b>TAA</b>	total army analysis
<b>TBM</b>	tactical ballistic missile
<b>TCP</b>	tactical command plan
<b>THOC</b>	theater operations company
<b>TIF</b>	theater internment facility
<b>TMIP</b>	theater medical information program
<b>TPE</b>	theater provided equipment
<b>TPED</b>	tasking, processing, exploitation and dissemination
<b>TPFDD</b>	Time Phased Force and Deployment Data
<b>TSC</b>	Theater Sustainment Command
<b>TSCP</b>	Theater Security Cooperation Plan
<b>TSSCI</b>	Top Secret Sensitive Compartmented Intelligence

<b>TTPs</b>	tactics, techniques, procedures
<b>USAR</b>	United States Army Reserve
<b>USAMEDCOM</b>	US Army Medical Command
<b>USO</b>	United Service Organizations
<b>USR</b>	Unit Status Report
<b>VTER</b>	victory over terrorism
<b>WIAS</b>	wartime individual augmentation system
<b>WMD</b>	weapons of mass destruction

## SECTION II – TERMS

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term

Definition.

<b>adversary</b>	<b>(joint) A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)</b>	
<b>alliance</b>	<b>(joint) The relationship that results from a formal agreement (for example, a treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. (JP 3-0)</b>	
<b>area of influence</b>	<b>(joint) A geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control. (JP 1-02)</b>	
<b>area of interest</b>	<b>(joint) That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission. (JP 2-03)</b>	
<b>area of operations</b>	<b>(joint) An operational area defined by the joint force commander for land and maritime forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large</b>	

	<p>enough for component commanders to accomplish their missions and protect their forces. (JP 3-0)</p>	
ARFOR	<p>The Army Service component headquarters for a joint task force or a joint and multinational force.</p>	
Army positive control	<p>A technique of regulating forces that involves commanders and leaders actively assessing, deciding, and directing them.</p>	
Army procedural control	<p>A technique of regulating forces that relies on a combination of orders, regulations, policies, and doctrine (including tactics, techniques, and procedures).</p>	
assessment	<p>(Army) The continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation.</p>	
assumption	<p>A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action. (JP 1 02)</p>	
battle	<p>A set of related engagements that lasts longer and involves larger forces than an engagement.</p>	
battle command	<p>The art and science of understanding, visualizing, describing, directing, leading, and assessing forces to impose the commander's will on a hostile, thinking, and adaptive enemy. Battle command applies leadership to translate decisions into actions—by synchronizing forces and warfighting functions in time, space, and purpose—to accomplish missions.</p>	
battle rhythm	<p>A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 3-33)</p>	

<b>board</b>	<b>A temporary grouping of selected staff representatives with delegated decision authority for a particular purpose or function.</b>	
<b>Branch</b>	<b>(joint) The contingency options built into the base plan. A Branch is used for changing the mission, orientation, or direction of movement of a force to aid success of the operation based on anticipated events, opportunities, or disruptions caused by enemy actions and reactions. (JP 5-0)</b>	
<b>campaign</b>	<b>(joint) A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)</b>	
<b>campaign plan</b>	<b>A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (JP 5-0)</b>	
<b>center</b>	<b>A command and control facility with a supporting staff established for a specific purpose.</b>	
<b>center of gravity</b>	<b>(joint) The source of power that provides moral or physical strength, freedom of action, or will to act. (JP 3-0)</b>	
<b>civil considerations</b>	<b>The influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. (FM 6-0)</b>	
<b>civil support</b>	<b>(joint) Department of Defense support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. (JP 1-02)</b>	
<b>close combat</b>	<b>Warfare carried out on land in a direct-fire fight, supported by direct, indirect, and air-delivered fires.</b>	
<b>coalition action</b>	<b>(joint) Multinational action outside the bounds of established</b>	



	<p><b>alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. (JP 5-0)</b></p>	
<p><b>combatant command (command authority)</b></p>	<p><b>(joint) Nontransferable command authority established by title 10 (“Armed Forces”), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). (JP 1)</b></p>	
<p><b>combat assessment</b></p>	<p><b>The determination of the overall effectiveness of force employment during military operations. Combat assessment is composed of three major components: (a) battle damage assessment; (b) munitions effectiveness assessment; and (c) reattack recommendation. (JP 3-</b></p>	

	<b>60)</b>	
<b>combat camera</b>	<b>(joint) The acquisition and utilization of still and motion imagery in support of combat, information, humanitarian, special force, intelligence, reconnaissance, engineering, legal, public affairs, and other operations involving the Military Services. (JP 3-61)</b>	
<b>combat information</b>	<b>(joint) Unevaluated data, gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements. (JP 1-02)</b>	
<b>combat power</b>	<b>(Army) The total means of destructive, constructive, and information capabilities that a military unit/formation can apply at a given time. Army forces generate combat power by converting potential into effective action.</b>	
<b>command</b>	<b>(joint) The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1)</b>	
<b>command and control</b>	<b>(Army) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of a mission. Commanders perform command and control functions through a command and control system.</b>	

	(FM 6-0)	
<b>command and control system</b>	(Army) The arrangement of personnel, information management, procedures, and equipment and facilities essential for the commander to conduct operations. (FM 6-0)	
<b>command and control warfare</b>	The integrated use of physical attack, electronic warfare, and computer network operations, supported by intelligence, to degrade, destroy, and exploit an enemy's or adversary's command and control system or to deny information to it.	
<b>mission command warfighting function</b>	The related tasks and systems that support commanders in exercising authority and direction.	
<b>commander's critical information requirement</b>	(joint) An information requirement identified by the commander as being critical to facilitating timely decision-making. The two key Elements are friendly force information requirements and priority intelligence requirements. (JP 3-0)	
<b>commander's intent</b>	(Army) A clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state.	
<b>commander's visualization</b>	The mental process of developing situational understanding, determining a desired end state, and envisioning the broad sequence of events by which the force will achieve that end state.	
<b>command group</b>	The commander and selected staff members who accompany commanders and enable them to exercise command and control away from a command post.	
<b>command post</b>	A unit headquarters where the commander and staff perform their activities. (FM 6-0)	
<b>command post Cell</b>	A grouping of personnel and equipment by warfighting function or purpose to facilitate	

	<b>command and control.</b>	
<b>common operational picture</b>	(Army) A single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command.	
<b>compel</b>	To use, or threaten to use, lethal force to establish control and dominance, effect behavioral change, or enforce compliance with mandates, agreements, or civil authority.	
<b>concept of operations</b>	(Army) A statement that directs the manner in which subordinate units cooperate to accomplish the mission and establishes the sequence of actions the force will use to achieve the end state. It is normally expressed in terms of decisive, shaping, and sustaining operations.	
<b>conduct</b>	To perform the activities of the operations process: planning, preparing, executing, and continuously assessing. (FM 6-0)	
<b>consequence management</b>	(joint) Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, man-made, or terrorist incidents. (JP 1-02)	
<b>contractor</b>	A person or business that provides products or services for monetary compensation. A contractor furnishes supplies and services or performs work at a certain price or rate based on the terms of a contract. (FM 3-100.21)	
<b>control</b>	(Army) *1. In the context of command and control, the regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (FM 3-0) 2. A tactical mission task that requires the commander to maintain physical influence over	

	a specified area to prevent its use by an enemy. (FM 3-90) 3. An action taken to eliminate a hazard or reduce its risk. (FM 5-19) *4. In the context of stability mechanisms, to impose civil order. (FM 3-0) [See JP 1-02 for joint definitions.]	
control measure	A means of regulating forces or warfighting functions.	
conventional forces	(joint) 1. Those forces capable of conducting operations using nonnuclear weapons. 2. Those forces other than designated special operations forces. (JP 3-05)	
coordination	The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence, and other situations in which coordination is considered necessary. (FM 6 0)	
counterdrug activities	(joint) Those measures taken to detect, interdict, disrupt, or curtail any activity that is reasonably related to illicit drug trafficking. This includes, but is not limited to, measures taken to detect, interdict, disrupt, or curtail activities related to substances, materiel, weapons, or resources used to finance, support, secure, cultivate, process, or transport illegal drugs. (JP 3-07.4)	
counterinsurgency	(joint) Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. (JP 1-02)	
critical thinking	A deliberate process of thought whose purpose is to discern truth in situations where direct observation is insufficient, impossible or impractical. (FM 6-22)	
culminating point	(Army) That point in time and space at which a force no longer	

	<b>possesses the capability to continue its current form of operations.</b>	
<b>Decision-making</b>	<b>Selecting a course of action as the one most favorable to accomplish the mission. (FM 6-0)</b>	
<b>decision point</b>	<b>A point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action. (JP 5-0)</b>	
<b>decision support matrix</b>	<b>An aid used by the commander and staff to make battlefield decisions. This matrix is a staff product of the wargaming process that lists several specifics.</b>	
<b>decisive operation</b>	<b>The operation that directly accomplishes the mission. It determines the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which commanders design the entire operation.</b>	
<b>decisive point</b>	<b>(joint) A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. (JP 3-0) [Note: In this context, adversary also refers to enemies.]</b>	
<b>defeat mechanism</b>	<b>The method through which friendly forces accomplish their mission against enemy opposition.</b>	
<b>defensive operations</b>	<b>Combat operations conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations.</b>	
<b>depth</b>	<b>(Army) The extension of operations in time, space, and resources.</b>	
<b>design</b>	<b>A methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill structured problems and develop approaches to solve them.</b>	

<b>destroy</b>	<b>In the context of defeat mechanisms, to apply lethal combat power on an enemy capability so that it can no longer perform any function and cannot be restored to a usable condition without being entirely rebuilt.</b>	
<b>direct approach</b>	<b>An operational approach that attacks the enemy's center of gravity or principal strength by applying combat power directly against it.</b>	
<b>disintegrate</b>	<b>To disrupt the enemy's command and control system, degrading the ability to conduct operations while leading to a rapid collapse of enemy's capabilities or will to fight.</b>	
<b>dislocate</b>	<b>To employ forces to obtain significant positional advantage, rendering the enemy's dispositions less valuable, perhaps even irrelevant.</b>	
<b>early entry command post</b>	<b>A lead command and control Element of a headquarters designed to control operations until the remaining portions of the headquarters are deployed and operational.</b>	
<b>end state</b>	<b>(joint) The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)</b>	
<b>enemy</b>	<b>A party identified as hostile against which the use of force is authorized.</b>	
<b>engagement</b>	<b>(joint) A tactical conflict, usually between opposing, lower echelon maneuver forces. (JP 1-02)</b>	
<b>essential Element of friendly information</b>	<b>(Army) A critical aspect of a friendly operation that, if known by the enemy, would subsequently compromise, lead to failure, or limit success of the operation, and therefore should be protected from enemy detection.</b>	
<b>evaluating</b>	<b>A comparison of those conditions relevant to the current operation against measures of effectiveness and measures of performance to judge progress toward desired</b>	

	<b>conditions.</b>	
<b>exceptional information</b>	<b>Information that would have answered one of the commander's critical information requirements if the requirement for it had been foreseen and stated as one of the commander's critical information requirements. (FM 6-0)</b>	
<b>execution</b>	<b>Putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions.</b>	
<b>execution matrix</b>	<b>A visual and sequential representation of the critical tasks and responsible organizations by time or for a tactical operation used as a staff tool.</b>	
<b>exterior lines</b>	<b>A force operates on exterior lines when its operations converge on the enemy.</b>	
<b>fires warfighting function</b>	<b>The related tasks and systems that provide collective and coordinated Army indirect fires, joint fires, and command and control warfare, including nonlethal fires, through the targeting process.</b>	
<b>force tailoring</b>	<b>The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander.</b>	
<b>foreign humanitarian assistance</b>	<b>(joint) Programs conducted to relieve or reduce the results of natural or man-made disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Foreign humanitarian assistance provided by U.S. forces is limited in scope and duration. The foreign assistance provided is designed to supplement or complement the efforts of the</b>	



	<p>host-nation civil authorities or agencies that may have the primary responsibility for providing foreign humanitarian assistance. Foreign humanitarian assistance operations are those conducted outside the United States, its territories, and possessions. (JP 3-33)</p>	
forward operating base	<p>An area used to support tactical operations without establishing full support facilities.</p>	
fragmentary order	<p>An abbreviated form of an operation order issued as needed after an operation order to change or modify that order or to execute a Branch or sequel to that order. (JP 5-0)</p>	
friendly force information requirement	<p>(joint) Information the commander and staff need to understand the status of friendly force and supporting capabilities. (JP 3-0)</p>	
full spectrum operations	<p>The Army’s operational concept: Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all variables of the operational environment. Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces.</p>	
general war	<p>(joint) Armed conflict between major powers in which the total resources of the belligerents are employed, and the national survival of a major belligerent is in jeopardy. (JP 1-02)</p>	
graphic control measure	<p>A symbol used on maps and displays to regulate forces and warfighting functions.</p>	
indicator	<p>An item of information that</p>	

	provides insight into a measure of effectiveness or measure of performance.	
<b>indirect approach</b>	An operational approach that attacks the enemy's center of gravity by applying combat power against a series of decisive points while avoiding enemy strength.	
<b>individual initiative</b>	See initiative (individual).	
<b>influence</b>	In the context of stability mechanisms, to alter the opinions and attitudes of a civilian population through information engagement, presence, and conduct.	
<b>information engagement</b>	The integrated employment of public affairs to inform U.S. and friendly audiences; psychological operations, combat camera, U.S. Government strategic communication and defense support to public diplomacy, and other means necessary to influence foreign audiences; and, leader and Soldier engagements to support both efforts.	
<b>information environment</b>	(joint) The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13)	
<b>information management</b>	(Army) The science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge products, data, and information.	
<b>information operations</b>	(joint) The integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision-making while protecting our own. (JP 3-13)	
<b>information protection</b>	Active or passive measures that	

	<b>protect and defend friendly information and information systems to ensure timely, accurate, and relevant friendly information. It denies enemies, adversaries, and others the opportunity to exploit friendly information and information systems for their own purposes.</b>	
<b>information system</b>	<b>(Army) Equipment and facilities that collect, process, store, display, and disseminate information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.</b>	
<b>initiative (individual)</b>	<b>The willingness to act in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise.</b>	
<b>initiative (operational)</b>	<b>The setting or dictating the terms of action throughout an operation.</b>	
<b>insurgency</b>	<b>(joint) An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict. (JP 1-02)</b>	
<b>intelligence</b>	<b>(joint) The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or Elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. (JP 2-0)</b>	
<b>intelligence, surveillance, and reconnaissance</b>	<b>(Army) An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. For Army forces, this activity is a</b>	

	<b>combined arms operation that focuses on priority intelligence requirements while answering the commander's critical information requirements.</b>	
<b>intelligence, surveillance, and reconnaissance integration</b>	<b>The task of assigning and controlling a unit's intelligence, surveillance, and reconnaissance assets (in terms of space, time, and purpose) to collect and report information as a concerted and integrated portion of operation plans and orders.</b>	
<b>intelligence, surveillance, and reconnaissance synchronization</b>	<b>The task that accomplishes the following: analyzes information requirements and intelligence gaps; evaluates available assets internal and external to the organization; determines gaps in the use of those assets; recommends intelligence, surveillance, and reconnaissance assets controlled by the organization to collect on the commander's critical information requirements; and submits requests for information for adjacent and higher collection support.</b>	
<b>intelligence warfighting function</b>	<b>The related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations.</b>	
<b>interagency coordination</b>	<b>(joint) Within the context of Department of Defense involvement, the coordination that occurs between Elements of Department of Defense and engaged U.S. Government agencies for the purpose of achieving an objective. (JP 3-0)</b>	
<b>interior lines</b>	<b>A force operates on interior lines when its operations diverge from a central point.</b>	
<b>intuitive decision-making</b>	<b>The act of reaching a conclusion which emphasizes pattern recognition based on knowledge, judgment, experience, education, intelligence, boldness, perception, and character. This approach focuses on assessment of the situation vice comparison</b>	

	<b>of multiple options. (FM 6-0)</b>	
<b>irregular forces</b>	<b>(joint) Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces. (JP 1-02)</b>	
<b>irregular warfare</b>	<b>A violent struggle among state and nonstate actors for legitimacy and influence over a population.</b>	
<b>isolate</b>	<b>In the context of defeat mechanisms, to deny an enemy or adversary access to capabilities that enable the exercise of coercion, influence, potential advantage, and freedom of action.</b>	
<b>joint combined exchange training</b>	<b>(joint) A program conducted overseas to fulfill U.S. forces training requirements and at the same time exchange the sharing of skills between U.S. forces and host-nation counterparts. Training activities are designed to improve U.S. and host-nation capabilities. (JP 3-05)</b>	
<b>joint land operations plan:</b>	<b>A plan for the a connected series of joint land operations to achieve the joint force commander’s objectives within a given time and joint operational area. (JP 3-31)</b>	
<b>key tasks</b>	<b>Those tasks the force as a whole must perform, or conditions the force must meet, to achieve the end state and stated purpose of the operation. (FM 6-0)</b>	
<b>knowledge management</b>	<b>The art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision-making. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and useable to commanders and decision makers.</b>	
<b>land control operations:</b>	<b>The employment of land forces, supported by maritime and air</b>	

	<p>forces (as appropriate) to achieve military objectives in land domain. Such operations include deterring enemy actions, destruction of opposing ground forces, securing key terrain, protection of land lines of communication or bases, establishment of local military superiority in vital land operational areas, and the conduct of stability or civil support operations. (JP 3-31)</p>	
land domain:	<p>The land area of the Earth's surface ending at the high water mark of the shore where terrain and people have a major effect on the movement, maneuver, and employment of joint forces. The land domain shares the Earth's surface with the maritime domain. (JP 3-31)</p>	
landpower	<p>The ability—by threat, force, or occupation—to gain, sustain, and exploit control over land, resources, and people.</p>	
law of war	<p>(joint) That part of international law that regulates the conduct of armed hostilities. (JP 1-02)</p>	
leadership	<p>The process of influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improving the organization. (FM 6-22)</p>	
liaison	<p>Contact or intercommunication maintained between Elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (JP 3-08)</p>	
line of effort	<p>A line that links multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic conditions.</p>	
line of operations	<p>(Army) A line that defines the directional orientation of a force in time and space in relation to the enemy and links the force with its base of operations and objectives.</p>	

<b>main effort</b>	<b>The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power.</b>	
<b>main command post</b>	<b>A command and control facility containing the majority of the staff designed to control current operations, conduct detailed analysis, and plan future operations.</b>	
<b>main effort</b>	<b>The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power. (FM 3-0)</b>	
<b>major operation</b>	<b>(joint) A series of tactical actions (battles, engagements, strikes) conducted by combat forces of a single or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander. For noncombat operations, a reference to the relative size and scope of a military operation. (JP 3-0)</b>	
<b>maneuver</b>	<b>(joint) Employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy in order to accomplish the mission. (JP 3-0)</b>	
<b>measure of effectiveness</b>	<b>(joint) A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)</b>	
<b>measure of performance</b>	<b>(joint) A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)</b>	
<b>METT-TC</b>	<b>A memory aid used in two</b>	

	<p><b>contexts:</b> 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)</p>	
<b>military decision-making process</b>	<p>A process that integrates the activities of the commander, staff, and subordinate commanders in developing an operation plan or order. It establishes methods for understanding the situation and analyzing a mission; developing, analyzing, and comparing courses of action; selecting the most favorable course of action; and producing an operation plan or order.</p>	
<b>mission</b>	<p>(joint) The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 1-02)</p>	
<b>mission command</b>	<p>The conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent.</p>	
<b>mission orders</b>	<p>A technique for developing orders that emphasizes to subordinates the results to be attained, not how they are to achieve them. It provides maximum freedom of action in determining how to best accomplish assigned missions.</p>	
<b>mission statement</b>	<p>A short sentence or paragraph that describes the organization's essential task (or tasks) and purpose—a clear statement of</p>	



	<p>the action to be taken and the reason for doing so. The mission statement contains the Elements of who, what, when, where, and why, but seldom specifies how. (JP 5-0)</p>	
<p>monitoring</p>	<p>Continuous observation of those conditions relevant to the current operation.</p>	
<p>movement and maneuver warfighting function</p>	<p>The related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. Direct fire is inherent in maneuver, as is close combat.</p>	
<p>multinational operations</p>	<p>(joint) A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)</p>	
<p>nested concept</p>	<p>A planning technique to achieve unity of purpose whereby each succeeding echelon's concept of operations is embedded in the other.</p>	
<p>neutral</p>	<p>(Army) A party identified as neither supporting nor opposing friendly or enemy forces.</p>	
<p>noncombatant evacuation operations</p>	<p>(joint) Operations directed by the Department of State or other appropriate authority, in conjunction with the Department of Defense, whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. (JP 3-0)</p>	
<p>offensive operations</p>	<p>Combat operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. They impose the commander's will on the enemy.</p>	
<p>objective</p>	<p>A graphic control measure—a location on the ground used to orient operations, phase operations, facilitate changes of direction, and provide for unity of effort. (FM 3-90)</p>	

<b>operation order</b>	A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. (JP 1-02)	
<b>operation plan</b>	Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (JP 5-0)	
<b>*operational approach</b>	The manner in which a commander contends with a center of gravity.	
<b>operational area</b>	(joint) An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (JP 5-0)	
<b>operational art</b>	(joint) The application of creative imagination by commanders and staffs—supported by their skill, knowledge, and experience—to design strategies, campaigns, and major operations and organize and employ military forces. Operational art integrates ends, ways, and means across the levels of war. (JP 3-0)	
<b>operational concept</b>	See full spectrum operations.	
<b>operational control</b>	(joint) Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and	

	<p><b>giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (JP 1)</b></p>	
operational environment	<p><b>(joint) A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)</b></p>	
operational initiative	<p><b>Setting or dictating the terms of action throughout an operation. (FM 3-0).</b></p>	
operational pause	<p><b>(Army) A deliberate halt taken to extend operational reach or prevent culmination.</b></p>	
operational reach	<p><b>(joint) The distance and duration across which a unit can successfully employ military capabilities. (JP 3-0)</b></p>	
operational theme	<p><b>The character of the dominant major operation being conducted at any time within a land force commander's area of operations. The operational theme helps convey the nature of the major operation to the force to facilitate common understanding of how the commander broadly intends</b></p>	

	<b>to operate.</b>	
<b>operations process</b>	The major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The commander drives the operations process.	
<b>parallel planning</b>	Two or more echelons planning for the same operation nearly simultaneously.	
<b>peace building</b>	(joint) Stability actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (JP 3-0)	
<b>peacekeeping</b>	(joint) Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (JP 3-07.3)	
<b>peacemaking</b>	(joint) The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. (JP 3-0)	
<b>peace operations</b>	(joint) A broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts. (JP 3-07.3)	
<b>peacetime military engagement</b>	All military activities that involve other nations and are intended to	

	<p>shape the security environment in peacetime. It includes programs and exercises that the United States military conducts with other nations to shape the international environment, improve mutual understanding, and improve interoperability with treaty partners or potential coalition partners. Peacetime military engagement activities are designed to support a combatant commander's objectives within the theater security cooperation plan.</p>	
phase	<p>(Army/Marine Corps) A planning and execution tool used to divide an operation in duration or activity. A change in phase usually involves a change of mission, task organization, or rules of engagement. Phasing helps in planning and controlling and may be indicated by time, distance, terrain, or an event.</p>	
plan	<p>A design for a future or anticipated operation. (FM 5-0)</p>	
planning	<p>The process by which commanders (and the staff, if available) translate the commander's visualization into a specific course of action for preparation and execution, focusing on the expected results.</p>	
planning horizon	<p>A point in time commanders use to focus the organization's planning efforts to shape future events.</p>	
PMESII-PT	<p>A memory aid for the variables used to describe the operational environment: political, military, economic, social, information, infrastructure, physical environment, time (operational variables).</p>	
preparation	<p>Activities performed by units to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement.</p>	

<b>priority intelligence requirement</b>	<b>(joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. (JP 2-0) [Note: In this context, adversary also refers to enemies.]</b>	
<b>priority of support</b>	<b>A priority set by the commander to ensure a subordinate unit has support in accordance with its relative importance to accomplish the mission.</b>	
<b>protection warfighting function</b>	<b>The related tasks and systems that preserve the force so the commander can apply maximum combat power.</b>	
<b>raid</b>	<b>(joint) An operation to temporarily seize an area in order to secure information, confuse an adversary, capture personnel or equipment, or to destroy a capability. It ends with a planned withdrawal upon completion of the assigned mission. (JP 3-0) [Note: In this context, adversary also refers to enemies.]</b>	
<b>reachback</b>	<b>The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed.</b>	
<b>reconnaissance</b>	<b>A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (JP 2-0)</b>	
<b>recovery operations</b>	<b>(joint) Operations conducted to search for, locate, identify, recover, and return isolated personnel, human remains, sensitive equipment, or items critical to national security. (JP 3-50)</b>	
<b>rehearsal</b>	<b>A session in which a staff or unit practices expected actions to improve performance during</b>	

	<b>execution. (FM 6-0)</b>	
<b>relevant information</b>	All information of importance to commanders and staffs in the exercise of command and control.	
<b>rules of engagement</b>	(joint) Directives issued to guide United States forces on the use of force during various operations. These directives may take the form of execute orders, deployment orders, memoranda of agreement, or plans. (JP 1-02)	
<b>running estimate</b>	A staff section's continuous assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable.	
<b>sanction enforcement</b>	(joint) Operations that employ coercive measures to interdict the movement of certain types of designated items into or out of a nation or specified area. (JP 3-0)	
<b>security operations</b>	Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (FM 3-90)	
<b>sequel</b>	(joint) In a campaign, a major operation that follows the current major operation. In a single major operation, a sequel is the next phase. Plans for a sequel are based on the possible outcomes (success, stalemate, or defeat) associated with the current operation. (JP 5-0)	
<b>shaping operation</b>	An operation at any echelon that creates and preserves conditions for the success of the decisive operation.	
<b>show of force</b>	(joint) An operation designed to demonstrate U.S. resolve that involves increased visibility of U.S. deployed forces in an attempt to defuse a specific situation that, if allowed to	

	<b>continue, may be detrimental to U.S. interests or national objectives. (JP 3-0)</b>	
<b>situational awareness</b>	<b>Immediate knowledge of the conditions of the operation, constrained geographically and in time.</b>	
<b>situational understanding</b>	<b>The product of applying analysis and judgment to relevant information to determine the relationships among the mission variables to facilitate decision-making.</b>	
<b>stability mechanism</b>	<b>The primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace.</b>	
<b>stability operations</b>	<b>(joint) An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (JP 3-0)</b>	
<b>staff section</b>	<b>A grouping of staff members by area of expertise.</b>	
<b>strike</b>	<b>(joint) An attack to damage or destroy an objective or a capability. (JP 3-0)</b>	
<b>support</b>	<b>(joint) The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. (JP 1) (Army) *In the context of stability mechanisms, to establish, reinforce, or set the conditions necessary for the other instruments of national power to function effectively.</b>	
<b>supporter</b>	<b>A party who sympathizes with friendly forces and who may or may not provide material assistance to them.</b>	
<b>supporting distance</b>	<b>The distance between two units</b>	



	that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation.	
supporting range	The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems.	
surveillance	The systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (JP 3-0)	
sustaining operation	An operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.	
sustainment warfighting function	The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.	
synchronization	(joint) The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)	
system	(joint) A functionally, physically, and/or behaviorally related group of regularly interacting or interdependent Elements; that group of Elements forming a unified whole. (JP 3-0)	
tactical combat force	(joint) A combat unit, with appropriate combat support and combat service support assets, which is assigned the mission of defeating level III threats. (JP 3-10)	
tactical command post	A command and control facility containing a tailored portion of a unit headquarters designed to control portions of an operation for a limited time.	
tactical control	(joint) Command authority over assigned or attached forces or commands, or military capability or forces made available for	

	<p>tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. (JP 1)</p>	
tactics	<p>(joint) The employment and ordered arrangement of forces in relation to each other. (CJCSI 5120.02A)</p>	
targeting	<p>The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. (JP 3-0)</p>	
task	<p>A clearly defined and measurable activity accomplished by individuals and organizations. (FM 7-0)</p>	
task organization	<p>(Army) A temporary grouping of forces designed to accomplish a particular mission.</p>	
task-organizing	<p>(Army) The act of designing an operating force, support staff, or logistic package of specific size and composition to meet a unique task or mission. Characteristics to examine when task-organizing the force include, but are not limited to: training, experience, equipage, sustainability, operating environment, enemy threat, and mobility. For Army forces, it includes allocating available assets to subordinate commanders and establishing their command and support relationships.</p>	
tempo	<p>(Army/Marine Corps) The relative speed and rhythm of</p>	

	<b>military operations over time with respect to the enemy.</b>	
<b>terrorism</b>	<b>(joint) The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. (JP 3-07.2)</b>	
<b>unassigned area</b>	<b>The area between noncontiguous areas of operations or beyond contiguous areas of operations. The higher headquarters is responsible for controlling unassigned areas within its area of operations.</b>	
<b>unconventional warfare</b>	<b>(joint) A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery. (JP 3-05)</b>	
<b>unified action</b>	<b>(joint) The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)</b>	
<b>urban operation</b>	<b>A military operation conducted where man-made construction and high population density are the dominant features.</b>	
<b>warning order</b>	<b>A preliminary notice of an order or action that is to follow. (JP 3-33)</b>	
<b>working group</b>	<b>A grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function.</b>	
<b>warfighting function</b>	<b>A group of tasks and systems (people, organizations,</b>	

	<b>information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives</b>	
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