

ATP 4-94

Theater Sustainment Command

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Headquarters Department of the Army

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Theater Sustainment Command

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Preface

Army Techniques Publication (ATP) 4-94 describes the organization, mission, and operations of the theater sustainment command (TSC). It provides fundamental guidance for the employment of the TSC and an expeditionary sustainment command (ESC) during unified land operations. This manual describes the roles and responsibilities of the TSC and ESC during unified land operations. It describes the organization and functions of the staff to include roles, capabilities, limitations, and dependencies. The manual also provides information on strategic partners that work closely with a TSC and during all phases of an operation. This doctrine is not intended to cover garrison operations, but should serve as a guide for training and operations in garrison to prepare for unified land operations.

This publication provides guidance for Army commanders, geographic combatant commanders (GCCs), joint force commanders (JFCs), and sustainers throughout the Army. This ATP serves as an authoritative reference for students and personnel who:

- Develop doctrine materiel (fundamental principles and TTP) and force structure.
- Develop institutional and unit training.
- Develop standing operating procedures (SOP) for unit operations.
- Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

ATP 4-94 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. ATP 4-94 does not introduce any new terms, rescind any terms or modify any terms.

ATP 4-94 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

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Introduction

Army Techniques Publications (ATP) 4-94, *Theater Sustainment Command*, is the revision of FM 4-94, *Theater Sustainment Command*. ATP 4-94 provides an overview of the theater sustainment command (TSC) and an expeditionary sustainment command (ESC)'s roles, and functions, information on strategic partners, the organization, and guidance within the context of decisive action. ATP 4-94 establishes Army doctrine for operational-level theater deployment and sustainment by providing overarching doctrinal direction for Army operations conducted in support of unified land operations.

Major changes from FM 4-94 include clarifying the role of the ESC within unified land operations, primarily, that the TSC can deploy an ESC when the TSC determines that a forward command is required, or when task organized directly under the mission command of a Corps or Army forces (ARFOR). ATP 4-94 also introduces Global Combat Support System-Army materiel management levels. This is a fundamental materiel management information system change, which is being fielded to the total Army force. Introducing the materiel management level responsibilities will allow materiel management at all sustainment levels to understand changes being made to the information system infrastructure, and their roles and responsibilities.

ATP 4-94 is comprised of four chapters:

Chapter 1 discusses the TSC's and ESC's role in unified land operations through discussions of the operational environment, theater structure, and strategic level support organizations. It discusses the TSC responsibilities in theater opening, theater distribution, and sustainment operations. The mission command structure of theater sustainment operations is outlined to explain the TSC's role as a headquarters in operations, and the interface between the ASCC, ESCs, and sustainment brigades.

Chapter 2 discusses the mission, tasks and organization of the TSC/ESC staff, and subordinate organizations (including attached units). This chapter specifically outlines how each headquarters element operates to provide mission command capabilities to theater sustainment operations. This chapter includes capabilities, limitations, and dependencies of the TSC and ESC.

Chapter 3 discusses support operations to include distribution, materiel management, movement control, sustainment, operational contracting and common-user logistics support. The chapter describes the primary TSC tasks and responsibilities at the operational level to include how it functions within a joint, multi-national and inter-agency environment.

Chapter 4 provides an overview of the automation and communication systems used by the TSC and ESC to provide mission command of sustainment operations. ATP 4-94 does not introduce, modify or rescind any Army terms or acronyms.

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Chapter 1

Role of the Sustainment Command

Sustainment commands provide mission command and operational-level sustainment support to an Army, joint or multinational force in support of unified land operations. It provides centralized mission command and decentralized operations throughout the theater in order for Army forces to sustain unified land operations. Unified land operations describe how the Army operates through simultaneous offensive, defensive and stability operations. The theater sustainment command provides the sustainment needed by Army forces to enable *Operational Reach*, *Freedom of Action*, and *Prolonged Endurance*, thereby enabling Army forces to conduct *Decisive Action*

THEATER SUSTAINMENT COMMAND

1-1. The Theater Sustainment Command (TSC) and its subordinate units are assigned to an Army Service Component Command (ASCC) supporting a geographical combatant commander (GCC). The TSC is a fixed headquarters organization comprised of a command group, staff and special troop's battalion. It can deploy an expeditionary sustainment command (ESC) when the TSC determines that a forward command is required, or when task organized directly under the mission command of a Corps or Army forces (ARFOR). This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or joint task force (JTF) missions.

1-2. The TSC is focused on strategic and operational sustainment management. The command ensures the information flow from strategic deployment, distribution, and sustainment partners is accurate, timely, and adequate to support the actions of the theater sustainment forces providing movement control for reception, staging, onward-movement and integration (RSOI) and all other sustainment operations.

1-3. The TSC is a HQ that provides mission command of subordinate organizations and functional units executing theater opening, theater distribution and sustainment operations to include supply, maintenance, transportation, petroleum and port and terminal operations in support of the ASCC/GCC objective. The TSC is the senior Army sustainment headquarters within an area of responsibility (AOR). The TSC is responsible for sustainment support to Army forces, and when directed, to joint or multi-national forces.

1-4. As an in-transit visibility (ITV) gatekeeper, the TSC assures the strategic to operational linkage of critical information and notifies strategic partners if ITV data is not accurate or provided. The TSC ensures the physical flow of inbound forces and non-unit cargo is meeting the priorities and timeline established by the ASCC, and resolves issues with timing if unforeseen events interfere with the planned timing of strategic to theater deliveries.

1-5. The TSC monitors the operation of the theater ports of debarkation and the theater distribution network to ensure there are no bottleneck to impede the flow of cargo and forces into and through the theater. The TSC supports the RSOI at the theater level based on GCC guidance. Consequently, they may be involved in resolving theater level issues with host nation, joint, interagency, multinational, commercial, and private organizations in the negotiations for joint use of assets available. The TSC plans for common user logistics that are provided by Army forces in the theater and notifies the ASCC if the Army forces are inadequate for the expected workload.

SECTION I – THEATER SUSTAINMENT COMMAND ROLE IN SUPPORTING THE SUSTAINMENT WARFIGHTING FUNCTION

SUSTAINMENT RESPONSIBILITY

1-6. In accordance with Title 10, U.S. Code, General Military Law, Part I, Chapter 6, Section 165(b), each service component provides its own logistics. Of 12 Army Title 10 responsibilities, ten are sustainment related. See ADRP 4-0. One of eight elements of combat power, the sustainment warfighting function provides support and services to ensure freedom of action, extend operational reach and prolong endurance. The functions and principles of sustainment are fully described in ADP and ADRP 4-0, Sustainment. The sustainment warfighting function consists of logistics, personnel services, and health service support. The TSC and ESC may be required to plan and coordinate support for the following:

- Distribution management.
- Materiel management
- Logistics
- Supply.
- Transportation.
- Field services.
- Maintenance.
- Operational contracting.
- General engineering support.
- Personnel services
- Human resources support.
- Legal support.
- Financial management.
- Religious support.
- Band support.
- Health service support
- Organic and area medical support.
- Hospitalization.
- Dental care (treatment aspects).
- Behavioral health/neuropsychiatric treatment.
- Clinical laboratory services.
- Treatment of chemical, biological, radiological, and nuclear patients.
- Medical evacuation.
- Medical logistics.

SECTION II- ROLE OF THE SUSTAINMENT COMMAND SUPPORTING UNIFIED LAND OPERATIONS

1-7. Unified land operations are the Army's operational concept and the Army's contribution to unified action: synchronization, coordination, integration of government and non government authorities'. A complete description of unified land operations is in ADRP 3-0. The goal of unified land operations is to defeat the enemy on land and establish the conditions to meet the joint commander's end state. The formation of unified land operations is described in ADRP 3-0. The sustainment of unified land operations requires a continuous link between the strategic, operational and tactical levels. It requires close coordination and collaboration with other services, allies, host nation and other governmental organizations. Sustainment commands are the mission command sustainment linkage to achieve unified land operation success.

THE FOUNDATIONS AND TENANTS OF UNIFIED LAND OPERATIONS

1-8. Theater sustainment commands and expeditionary sustainment commands must understand the doctrinal foundations and tenants of unified land operations to ensure integration of sustainment in decisive actions. Detailed discussion can be found in ADRP 3-0, chapter 2. Each foundation and tenet should be analyzed in two ways:

- Analyze each to ensure proper support is in place to allow the operational commander to integrate it or apply them to the overall operation to achieve success.
- Analyze each from a TSC or ESC perspective to ensure that each is incorporated into the theater support concept. This ensures theater sustainment is operating within the Army's operational concept and applying the same principles as the operational commanders.

FOUNDATIONS OF UNIFIED LAND OPERATIONS

1-9. Unified land operations have four foundations: initiative, decisive action, Army core competencies and mission command. By integrating these foundations commanders can achieve success.

Initiative

1-10. Initiative is categorized as both individual and operational. Commanders, all leaders execute individual initiative in the absence of orders, when current orders are no longer appropriate for the situation or when unforeseen opportunities or threats arise. It emphasizes opportunity created by developing the situation regardless of the operation or task.

1-11. Commander must be confident their force is capable and ready to exercise initiative. This requires a force that is well manned, supplied, maintained and operationally ready. The TSC and ESC enables this through effective logistics and personnel services support across all unified land operations and tasks. Freedom of action enables initiative and is one of the inherent aspects of the sustainment warfighting functions and effective logistics support.

1-12. TSC and ESC commanders and staff must also exercise initiative throughout the conduct of sustainment operations. They must constantly assess the situation, understand support requirements and act quickly to take advantage of opportunities as they arise even without explicit direction to do so by a higher headquarters. TSC and ESC commanders must also foster initiative among subordinates commanders and unit attached to the brigade.

Decisive Action

1-13. Decisive action is the continuous simultaneous combinations of offensive, defensive, stability or defense support to civil authorities and allies. Each of these tasks had specific support requirements. Sustainment command commanders and staffs must understand the decisive actions tasks and their purpose. They must also understand support requirements and the simultaneity of operations to develop viable and effective support plans. The theater sustainment commander must task organize his command accordingly to meet the varying mission requirements.

Army Core Competencies

1-14. Combined arms maneuver and wide area security are the Army's core competencies and are demonstrated by the simultaneous execution of decisive action tasks described in the previous paragraph. These core competencies define what the Army provides the joint force commander.

1-15. Theater sustainment commanders must understand that while all operations consist of simultaneous combined arms maneuver and wide area security in various proportions, most operations will be predominantly characterized by one or the other, and ultimately determining the TSC and ESC missions and task organization.

Mission Command

1-16. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander intent. This empowers agile and adaptive leaders in the conduct of unified land operations. Mission command emphasizes the critical contribution of leaders of every organization at every echelon. Army leaders have a responsibility to understand, visualize, describe, direct, lead and asses.

1-17. Theater sustainment commanders must ensure a complete and thorough understanding of the higher headquarters commander's intent and the current operation. Only then can the TSC commander visualize the logistics support required for the operation and describe that vision to subordinate commanders for execution. Commanders must then direct and lead using mission orders to communicate intent and provide subordinate commanders the authority to exercise initiative to operate within that intent. This is done with continuous assessment and rapid adjustment based on circumstances.

TENETS OF UNIFIED LAND OPERATIONS

1-18. There are six tenets of unified land operations that describe the Army's approach to generating and applying combat power in operations. The tenets are:

- Flexibility
- Integration
- Lethality
- Adaptability
- Depth
- Synchronization

1-19. These tenets are applicable to all organizations at all echelons. Like the foundations of unified land operations, the TSC and ESC commander must understand these tenets from both the operational and sustainment perspective. The commander and staff must ensure the support provided allows the commander to fully apply these tenets. Commanders and planners must also ensure that these tenets are applied across all sustainment operations.

THEATER SUSTAINMENT COMMAND STRATEGIC PARTNERS

1-20. The theater sustainment command normally provides support from the strategic to the operational level, and must be familiar with joint, and U.S. governmental partners. Sustaining unified land operations requires synchronization with higher, adjacent, and joint enabling agencies. It is imperative that the command and staff understand what each partner provides to support the ASCC/GCC objectives. The theater sustainment command will likely be required to communicate and coordinate directly with strategic partners to synchronize and integrate their support. Noted below are key strategic partners which allow the TSC to maximize sustainment functions.

DEFENSE LOGISTICS AGENCY (DLA)

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

DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)

1-22. DCMA may be directed to provide administrative contract services for contracts awarded by all DOD components and other designated federal and state agencies, and foreign governments. DCMA is responsible for assuring that procured materiel and services are satisfactory and delivered when and where

needed. DCMA is a separate agency under DOD and deploys its own command structure when supporting contingency operations. DCMA provides significant reach back support to a TSC and ESC during operations requiring contracting services.

DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)

1-23. The Defense Finance and Accounting Service (DFAS) is responsible for the delivery and responsive accounting and financial management services for DOD. They provide timely and useful business intelligence to decision-makers who, with the right information, can more effectively manage their resources in support of our troops at home and abroad. DFAS is an agency supporting the Office of the Under Secretary of Defense, Comptroller, and the principal advisor to the Secretary of Defense for budgetary and fiscal matters.

UNITED STATES TRANSPORTATION COMMAND (USTRANSCOM)

1-24. USTRANSCOM is a functional combatant command responsible for providing and managing strategic common-user airlift, sealift, and terminal services worldwide. USTRANSCOM's deployment distribution operation center (DDOC) is USTRANSCOM's single focal point for all combatant command and major shipper customers, including the Office of the Secretary of Defense, Joint Staff, Army and Air Force Exchange Service, DLA, and the Services. The DDOC monitors the status of planned and ongoing movements in the defense transportation system through the Integrated Global Convergence system which merged the Global Transportation Network and DLA's Enterprise Business System. The DDOC interfaces with the GCC's JDDOC.

1-25. The TSC coordinates through the joint deployment distribution operations center (JDDOC) for visibility of strategic distribution and deployment. A JDDOC may be located in the TSC distribution management center (DMC) to facilitate this effort. The TSC also establishes links with Military Surface Deployment and Distribution Command, Military Sealift Command, and Air Mobility Command to coordinate seaport and aerial port operations, and to maintain in-transit visibility of movements in and throughout a GCC's specified theater.

1-26. USTRANSCOM can provide the GCC strategic theater opening enablers such as Joint Task Force-Port Opening (JTF-PO), Joint Communications Support Command teams, and Joint Enabling Capabilities Command augmentees. Coordinating with these capabilities may allow the TSC commander to set sustainment conditions early on when opening up an area of operations.

Air Mobility Command (AMC)

1-27. AMC is the US Air Force airlift component of the USTRANSCOM and serves as the single port manager for air mobility. AMC aircraft provide the capability to deploy the Army's armed forces anywhere in the world and help sustain them in conflict or peace. AMC performs single port management functions necessary to support the strategic flow of the deploying forces' equipment and supplies from the aerial port of embarkation to the theater.

Military Surface Deployment and Distribution Command (SDDC)

1-28. SDDC is the Army surface component command of USTRANSCOM and is DOD's single port manager at the seaport of embarkation and the seaport of debarkation (SPOD). USTRANSCOM exercises combatant command of SDDC forces. SDDC is also a major subordinate command of the United States Army Materiel Command (USAMC) who has administrative control (ADCON) for Title 10 functions. SDDC's relationship with a specified GCC is supporting to supported (unless otherwise specified by the Secretary of Defense).

1-29. SDDC performs single port management functions necessary to support the strategic flow of the deploying forces' equipment and supplies to and from the theater. In carrying out this responsibility, SDDC works closely with the JDDOC, TSC, and MSC to coordinate the arrival, discharge, or loading of vessels in accordance with GCC priorities. As a single port manager, SDDC and the TSC work together to provide a seamless strategic/theater interface in order to provide for the efficient RSOI of unit equipment

and supplies to and from the theater. SDDC is also responsible for providing management of all port operations within the port to include coordinating workload requirements, water-side port security, and port support activities.

1-30. Continuous coordination and collaboration between SDDC units and the TSC facilitates integrated and synchronized operations throughout the distribution system. This interface with joint partners will enable local direction and control of critical resources essential to achieving unity of effort.

Military Sealift Command (MSC)

1-31. MSC is the Navy's sea transportation component of USTRANSCOM. MSC's mission is to provide ocean transportation of equipment, fuel, supplies, and ammunition, as well as to perform ship husbandry to sustain US forces worldwide during peacetime and in war.

UNITED STATES ARMY MATERIEL COMMAND (USAMC)

1-32. USAMC provides support to deployed Army forces through its subordinate Army sustainment command (ASC), life cycle management commands, Army Contracting Command, and other subordinate activities to provide a seamless approach to linking the national sustainment base with deployed Army forces. In addition to supporting deployed Army forces, USAMC assets within a theater may also provide acquisition, life cycle logistics, and technology support to joint, interagency, intergovernmental, and multinational (JIIM) forces as directed by the ASCC commander.

Army Sustainment Command (ASC)

1-33. In its supporting to supported role to deployed Army forces, the ASC is responsible for assisting the Army's logistics information warehouse (LIW) in maintaining visibility and assisting the management of the Army's materiel management system from the national sustainment base to the geographic theater. The ASC also optimizes the USAMC Logistics Assistance Program in support of contingency operations. The ASC works closely with key DOD strategic partners, specifically USTRANSCOM and DLA to ensure the Army national sustainment base is properly integrated into the joint deployment distribution enterprise and that the national supply system effectively supports deployed Army forces.

Army Field Support Brigade (Outside Continental United States)

1-34. The Army field support brigade (AFSB) (outside continental United States [OCONUS]) provides integrated and synchronized acquisition, life cycle logistics, and technology support to deployed Army forces. The AFSB is regionally aligned to an ASCC and focused to serve as Army sustainment command's bridge between the generating force and the operational force. The AFSB is responsible for the integration of acquisition, life cycle logistics, and technology capabilities in support of operational and tactical level commanders across unified land operations. This includes coordinating reach capabilities via a technical reach or call-forward process. When deployed, the AFSB support relationship with a TSC or ESC is OPCON to the headquarters.

UNITED STATES ARMY CONTRACTING COMMAND

1-35. United States Army Contracting Command is a major subordinate command of USAMC. United States Army Contracting Command responsibilities include contracting, mission command, and management authority over theater support contracting and the Logistics Civil Augmentation Program (LOGCAP). All theater contracting units are assigned to and receive contracting authority from United States Army Contracting Command.

JOINT MUNITIONS COMMAND

1-36. The Joint Munitions Command serves as the DOD field operating agency for the single manager for conventional ammunition mission. The Joint Munitions Command manages the production, storage, issue and demilitarization of conventional ammunition for all US military Services – Army, Navy, Marine Corps,

Air Force, and Coast Guard. Joint Munitions Command is the logistics integrator for life-cycle management of ammunition; providing a global presence of technical support to US forces.

HUMAN RESOURCES COMMAND (HRC)

1-37. The Human Resources Command is the Army G-1's field operating agency responsible for executing personnel process policies. Process policy execution focuses on developing business rules and procedures to deal with current and anticipated functional processes. The execution activity links the supportive organizational operations to personnel strategy and measures overall progress towards established goals. Although no formal command relationship exists between the Human Resources Command and the TSC/ Human Resources Sustainment Center (HRSC), a supporting to supported relationship provides for the efficient and effective management of assigned active-duty and Army Reserve Soldiers.

UNITED STATES ARMY FINANCE COMMAND (USAFINCOM)

1-38. The US Army Finance Command (USAFINCOM) is an operating agency of the Assistant Secretary of the Army (Financial Management & Comptroller) (ASA [FM&C]). USAFINCOM provides advice and management information to the ASA(FM&C) and interacts between the Army Staff, Army major commands, units, and DFAS on matters concerning finance and accounting policy, systems, procedures and reporting. A supporting to supported relationship between USAFINCOM and the TSC/financial management center (FMC) provides the means to effectively interpret, disseminate, and implement financial management directives, policy, and guidance developed by national providers to include USAFINCOM.

OTHER INTERGOVERNMENTAL AND INTERAGENCY COORDINATION

1-39. TSCs and ESCs may be required to support stability and humanitarian support operations that are often sustainment intensive. In these operations the command and staff may be required to work closely with or directly support intergovernmental, non-governmental and other agencies. This support may include inter/intra theater sea and airlift, ground transportation, provision of equipment and supplies and, port operations. This support must be specifically authorized by the secretary of defense. TSC and ESC commanders and staff must be keenly familiar with the legal authorizations to provide support to U.S. agencies, the United Nations, Inter/non-governmental organizations and multinational forces. ADRP 4-0 provides greater detail on inter-governmental organizations and interagency coordination.

SECTION III – TSC/ESC OPERATING ENVIRONMENT

1-40. Understanding a given operational environment and GCC objective, is essential to successful sustainment operations. Analysis of a specific operational environment is framed in the context of political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) relationships. This PMESII-PT analysis provides relevant information essential to understanding any given operational environment. Commanders can apply the understanding gained from this analysis to a mission analysis more narrowly focused on mission, enemy, terrain and weather, troops and support available, time available and civil considerations (METT-TC). Understanding their operational environment allows TSC commanders to effectively and efficiently employ capabilities throughout the theater.

1-41. A range of factors will affect ground force operations in unified land operations. As a result of a changing operational environment, logisticians must be prepared to conduct operations in a variety of vastly different environments. The specific operational environments may be characterized by:

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

- Joint, single Service and multinational force interaction with intergovernmental organizations, non-governmental organizations, and contractors.
- The operational environment is a composite of the conditions, circumstances and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02).

GEOGRAPHIC COMBATANT COMMAND

1-42. GCCs exercise combatant command authority over all forces to accomplish the missions assigned to the command. Combatant command (COCOM) authority cannot be delegated or transferred. Operational control (OPCON) is inherent in COCOM and may be delegated within the combatant command by the GCC.

1-43. The geographic combatant command director of logistics (J-4) is responsible for developing logistics plans, formulating policies, and coordinating execution of the commander's policies and guidance. The J-4 will establish priorities of support and communicate these to the TSC through the ASCC. If the TSC is selected to control AOR joint logistics planning and execution, the GCC must delineate the command relationships between the combatant command staff, particularly the J-4, all other components of the force, and the joint force land component commander (JFLCC) staff.

1-44. If the TSC or ESC is selected to control AOR joint logistics planning and execution, they may be called upon to advise the GCC on the establishment of command relationships and authorities. The theater sustainment command (TSC) or expeditionary sustainment command (ESC) commander should use, as a minimum, the following considerations:

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

1-45. GCC command relationship options for planning and executing joint logistics operations are operational control (OPCON), tactical control (TACON), or a supporting to supported relationship. Once the command relationships between the forces are clarified then decisions must be made to assure the proper authorities are delegated to the TSC or ESC to execute the joint functions. This delegation should include applicable directive authority for logistics provisions and the method in which these provisions will be executed if required. For additional information on joint staff responsibilities, especially the J4, see JP 4-0, Chapter 5. For additional information on joint logistic boards, offices, centers, cells, and groups with which the TSC might have to interface, see JP 4-0, Appendix C.

1-46. Unity of effort is also achieved through the synchronization and integration capabilities of the Joint deployment distribution operations center (JDDOC). Resourced by the GCC and augmented by United States Transportation Command (USTRANSCOM), Defense Logistics Agency (DLA), the Services, and other national partners, the JDDOC enables a seamless transition between the strategic deployment and distribution processes and operational-level functions. The JDDOC enables optimum use of available resources to achieve improved efficiency and effectiveness. JDDOC capabilities are discussed below and in Chapter 5.

1-47. The GCC assigns lead Service common-user logistics (CUL) responsibilities, normally through the mid range planning process, in order to achieve efficiencies and eliminate redundancies. The GCC usually assigns lead Service responsibilities to the dominant user and/or most capable Service for a particular common supply item or service. In many cases, the lead Service for CUL and other support within a joint or multinational force is an Army responsibility. The TSC executes many of the Army's support responsibilities to other Services. The TSC assists the ASCC assistant chief of staff, logistics section's planners in identifying all lead Service support requirements (to include joint, multinational, and interagency requirements) so that scarce resources can be distributed throughout the force. The TSC

synchronizes those support responsibilities falling to other Army theater-level commands with applicable portions of the distribution plan.

1-48. The Secretary of Defense designated the Army as the executive agent for numerous DOD common support requirements. These DOD-level executive agent requirements relate to lead Service responsibilities, but they are not one and the same. Executive agency refers to Secretary of Defense Directives and instructions to one Service department to provide specific categories of support to other Service departments. Executive agents reduce redundancy across the DOD and assist the Services in programming, planning, and budgeting. The term ‘executive agent’ does not refer to any specific ASCC (or TSC) supporting a GCC; however, Service department executive agency is considered when assigning lead Service responsibilities within a particular joint operation. In many cases, lead Service requirements will be closely related to the DOD executive agent requirements. When tasked the TSC supports the GCC by fulfilling the role of executive agent for sustainment operations.

DIRECTIVE AUTHORITY FOR LOGISTICS

1-49. In addition to the capabilities provided by lead Service and executive agency, a GCC will exercise directive authority for logistics. Directive authority for logistics is the combatant commander authority to issue logistic directives to subordinate commanders, including peacetime measures, necessary to ensure the effective execution of approved operation plans. Essential measures include:

- Optimized use or reallocation of available resources.
- Prevention or elimination of redundant facilities.
- Overlapping functions among the Service component commands.

1-50. Combatant commanders use directive authority for logistics in consonance with the common-user responsibilities assigned to the Service components and those DOD originated executive agent designated responsibilities for agencies and commands operating within the theater.

ARMY SERVICE COMPONENT COMMAND

1-51. Each GCC has a Service component commander from each Service-level organization (Army, Air Force, Marine Corps, Navy, and Coast Guard). In order to fulfill its requirement to provide a Service component commander, the Army uses an ASCC headquarters table of organization and equipment (TOE) structure. These ASCC headquarters are apportioned one to each combatant command. The ASCC assigned to each GCC supports all areas required under Title 10 United States Code (USC).

1-52. The TSC will be under the Army Service component command (ASCC), therefore, the delineation of responsibilities between them is absolutely essential, and must particularly address how the commands will address Army sustainment needs and joint sustainment needs. The GCC must clearly specify the authorities being delegated to the TSC so that joint functions are clearly explained to the supported AOR. Establishing clear command relationships and authorities are also applicable when the GCC creates subordinate joint force headquarters or joint task forces (JTF).

1-53. The ASCC is the senior Army command in a theater. It includes the Service component commander and all Army personnel, organizations, units, and installations that have been assigned to the combatant command to which the ASCC is assigned. Each ASCC has a habitually aligned TSC through which it executes the sustainment mission based upon priorities established by the GCC. For further research into each organization see ADRP 4-0.

ARMY FORCES

1-54. As part of the support to the GCC, the ASCC commander designates an Army Forces Commander, (ARFOR), to support each joint force commander (JFC)/JTF. If an Army commander is designated as the JTF commander, then the next senior Army commander in the joint operations area (JOA) is designated as the ARFOR commander. The ARFOR commander executes those Title 10 USC Service-specific responsibilities that the ASCC commander assigns in support of the JFC/JTF.

1-55. When an AO/JOA is established within a theater, the ASCC commander establishes support priorities in accordance with ARFOR requirements to achieve GCC objectives. A support relationship is established between the ARFOR and the TSC which permits the TSC to employ theater-wide resources to provide timely, responsive operational-level support to the ARFOR.

AREA OF RESPONSIBILITY (AOR)

1-56. An area of responsibility (AOR) is the geographical area associated with a combatant command within which a GCC has authority to plan and conduct operations. An area of responsibility can be comprised of, if the GCC so designates, theater of operations, area of operations or joint area of operations. These factors influence prospective TSC and ESC operations in each area of responsibility.

AREA OF OPERATIONS/ JOINT OPERATIONS AREA

1-57. To conduct operations within its geographic area of responsibility, the GCC may designate a specific area within their AOR as a theater of war, theater of operations, or a joint operations area (JOA). A theater of war is designated by the President, Secretary of Defense or the GCC as the area of air, land and water that is, or may become, directly involved in the conduct of major operations and campaigns involving combat. A theater of operations is a geographical area that is assigned military responsibility. A JOA is an area defined by a GCC in which a joint force commander conducts military operations to accomplish a specific mission. Commanders may use these terms independently or in conjunction with one another, depending on the needs of the operation. If used in conjunction, the area of responsibility would encompass the larger area with smaller theaters of war, theaters of operation and JOAs within it. This manual uses the more generic term operational area to refer to any area where the commander may deploy a TSC or ESC to conduct operations. The Army service component commander (ASCC) provides Army forces to the joint force commander (JFC)/JTF to support those operations. TSCs and ESCs will be assigned, under an ASCC or TSC respectively, to support the AO/JOA Commander as the lead logistics command.

SECTION IV – SUMMARY

1-58. The TSC provides the ASCC and GCC a multi-functional headquarters element that can conduct mission command of theater sustainment operations. The TSC coordinates and supervises the movement of logistical and sustainment operations from the strategic to operational spectrum of unified land operations. It allows the ASCC and GCC the ability to sustain the foundations of unified land operations to accomplish success.

1-59. The TSC will be in command of subordinate multi-functional headquarters elements and functional units for execution of the sustainment mission from the operational to tactical level of unified land operations.

1-60. The TSC coordinates with strategic US agencies to include joint, multi-national and host nation sustainment partnerships for sustainment support to the theater of operations.

Chapter 2

Mission and Organization

Chapter 2 describes the theater sustainment command (TSC) and expeditionary sustainment command (ESC) mission, organization, functions, and dependencies as it relates to the sustainment warfighting function to sustain unified land operations. The TSC is responsible for providing sustainment support for an area of responsibility. The ESC is responsible for providing sustainment support for a joint operations area or specified area of operations. The sustainment commands are task organized with sustainment brigades and other modular sustainment forces structure to accomplish the mission. The combination of these capabilities gives the sustainment commander the ability to organize and provide tailored support such as theater opening, theater distribution and sustainment support to forces, and the theater closing within an area of responsibility (AOR).

SECTION I – TSC ROLES AND MISSIONS

MISSION

2-1. The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment is the provision of the logistics, personnel services, and health service support necessary to maintain operations until mission accomplishment.

2-2. The mission of the TSC is to provide mission command for operational level logistics within an assigned AOR. The TSC is capable of planning, controlling, and synchronizing operational-level Army deployment and sustainment for the ASCC, joint force commander (JFC), or multi-national joint force commander. It provides a centralized sustainment mission command structure for the ASCC; and supports all phases of operations from phase 0 to phase 5.

2-3. The TSC executes its mission through human resource sustainment centers, financial management centers, and the use of modular forces, to include expeditionary sustainment commands (ESC), sustainment brigades, combat sustainment support battalions (CSSB), and other modular sustainment formations. Sustainment brigades, CSSBs, and functional sustainment units serve as the building blocks of the force structure designed to execute TSC missions within the theater.

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

2-5. The TSC has three operational responsibilities to forces in theater. They are theater opening, theater distribution, and sustainment.

THEATER OPENING

2-6. Theater opening is the ability to establish and operate ports of debarkation (air, sea, and rail), establish a distribution system, and to facilitate throughput for reception, staging, and onward movement and integration of forces within a theater of operations (ADP 4-0).

2-7. Sustainment brigades and multi-functional CSSBs will attach to the TSC or ESC based on mission requirements for theater opening operations. Sustainment brigade's tasked with theater opening execution may be augmented with additional personnel. The augmentation elements provide the sustainment brigade with additional manpower and expertise to command, control and coordinate TO functions such as managing transportation assets, synchronizing RSOI operations, port operations, throughput, node and mode management, intermodal operations, and movement control. One of the first steps the TSC/ESC must take in theater opening is to establish a port to conduct initial sustainment operations. The transportation brigade (expeditionary) can be attached to the sustainment command to support terminal operations as part of the theater opening mission.

2-8. Port opening is a subordinate function of theater opening. Port opening is the ability to establish, operate and throughput forces, equipment, and supplies through a port(s) of debarkation (POD). The port opening process is complete when the POD and supporting infrastructure is established to meet the desired operating capacity for that node (ADRP 4-0).

Port Operations

2-9. Port opening requires functional units specializing in port of debarkation operations. Ports of debarkation operations are essential for the maximum throughput of personnel and equipment. They are the first node that sustainment arrives into theater. It is from these locations that sustainment and cargo enter their Service theater distribution system. Units to provide this functional expertise may include (but are not limited to) a Transportation Brigade (Expeditionary), Terminal Transportation Battalion, SDDC Transportation Battalion, Joint Task Force-Port Opening, Air Mobility Command Contingency Response Groups, Navy Cargo Handling Battalions, and Movement Control Teams.

Joint Task Force – Port Opening (Aerial Port of Debarkation)

2-10. The JTF-PO (APOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an APOD, establish a distribution node, and facilitate port throughput within an AOR. The JTF-PO (APOD) is not a standing task force, but is a jointly trained, ready set of forces constituted as a joint task force at the time of need. The JTF-PO (APOD) is normally mission commanded by an Air Force AMC Contingency Response Wing or Group commander. Army elements of a JTF-PO (APOD) will normally include a transportation detachment (rapid port opening). The detachment includes limited movement control functions, cargo transfer capabilities, and transportation assets. It does not include heavy equipment truck, Rough Terrain Cargo Handler equipment, or crane assets.

2-11. The JDDOC must request JTF-PO from USTRANSCOM. When they are deployed, they serve a direct support role to the GCC, and can serve as the initial theater opening capability for up to 60 days, or when relieved by follow on forces. The TSC or ESC should work closely with the JTF-PO in order to seamlessly transfer robust theater opening capabilities within the AO/JOA.

Joint Task Force – Port Opening (Seaport of Debarkation)

2-12. The JTF-PO (SPOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an SPOD, establish a distribution node, and facilitate port throughput within a theater of operations. Its design and capabilities are similar to those of the JTF-PO (APOD). The JTF-PO (SPOD) is mission commanded by an Army SDDC battalion or Navy Expeditionary Port Unit commander. Like the JTF-PO (APOD), the JTF-PO is a jointly trained ready set of forces constituted in a time of need. They are comprised of Army and Navy elements, and may be augmented by additional port opening enablers such as expeditionary contracting, SDDC subject matter experts, and ship husbandry subject matter experts.

2-13. The JTF-PO (SPOD) does not have organic cargo handling capability, and must rely on contracted assets/personnel, or theater opening forces provided by the GCC.

Transportation Brigade (Expeditionary)

2-14. The Transportation Brigade (Expeditionary) or TBX, is normally assigned to a FORSCOM unit to provide mission command of assigned and attached port, terminal and watercraft units conducting expeditionary intermodal operations in support of unified land operations. This unit is normally employed in a theater of operation to provide mission command for port opening and operation of inland waterway, bare-beach, degraded and improved seaports.

SDDC Transportation Brigade

2-15. SDDC Transportation Brigades are GCC aligned and provide single port management functions in an area of operations. SDDC serves as the Army Service component command of US Transportation Command, and is a major subordinate command to Army Materiel Command. This relationship allows the SDDC Transportation Brigade to establish linkage to the joint deployment and distribution enterprise and Army Materiel Command's Materiel Enterprise. The brigade also works with commercial transportation industry as a coordinating link between DoD surface transportation requirements and the capability industry provides.

THEATER DISTRIBUTION

2-16. Distribution is the primary means to prolong endurance. Distribution is the operational process of synchronizing all elements of the logistic system to deliver the 'right things' to the 'right place' at the 'right time' (JP 4-0).

2-17. Theater distribution is the flow of equipment, personnel, and materiel within theater to meet the commander's mission. Theater distribution extends from the ports of debarkation or source of supply (within theater) to the point of need. It includes transportation management and movement control, warehousing, inventory control, order administration, site and location analysis, packaging, data processing, equipment accountability (materiel management), people, and communications (ADRP 4-0).

2-18. As the senior logistics headquarters for the Army, the combatant commander may designate the TSC as a joint command for logistics. When exercising this option the combatant commander must specify the control and tasking authorities bestowed on the TSC as well as the command relationships it will have with the Service components. The primary element of the TSC for theater distribution is within the support operations (SPO). Within the SPO, the distribution management center (DMC) becomes the center of gravity to sustain distribution within the theater.

SUSTAINMENT

2-19. Unified land operations require commanders to generate and maintain combat power to execute operations. The TSC is responsible for army theater sustainment enabling the GCC/JFC to apply combat power. Sustainment comprises of logistics, personnel services, and health service support. The TSC and ESC is able to provide the sustainment warfighting function through the means of the support operations which is discussed at length in chapter three.

TASKS

2-20. The HQDA Standardized Mission Essential Task Lists (METL) are the Department of the Army's official listing of fundamental tasks that brigade and higher units are designed to perform in any operational environment. These METLs consist of:

- Missions essential tasks (METs) - expressed as Army Tactical Tasks (ARTs)
- Tasks Groups (Higher order Collective Tasks) - expressed as T&EOs
- Supporting Collective Tasks - expressed as T&EOs contains guidance for developing the TSC mission essential task list (METL).

2-21. The TSC, with guidance from the ASCC, develops its METL based on tasks published by the HQDA G3. The standardized METL listings that are to be performed in support of major operations are either stated or implied in the ASCC and GCC operational plans. The ASCC commander is the approving authority for the TSC METL.

2-22. The following TSCs METs and tasks groups are valid as of 15 May 2012:

- MET 1: conduct mission command
- Task Group 1: execute the operations process
- Task Group 2: manage information and data
- MET 2: provide operational sustainment
- Task Group 1: conduct logistics support in the operational area
- Task Group 2: direct theater reception, staging, and onward movement
- Task Group 3: provide human resource support
- Task Group 4: provide funding support to financial elements
- MET 3: conduct operational area security
- Task Group 1: conduct base security operations

SECTION II – TSC ORGANIZATION

SUSTAINMENT COMMAND COMMANDER

2-23. The commander's role is to establish a positive command climate, prepare the command for operations, direct it during operations, and continually assess. Commanders drive the operations process by understanding, visualizing, describing, and directing their Soldiers and organizations. Commanders visualize the nature and design of operations through running estimates and input from subordinates. They describe operations in terms of time, space, resources, purpose, and action; employing intent, commander's critical information requirements, and mission orders to direct planning, preparation, and mission execution. Commanders employ a mission command system – (a combination of people, organizations, technological means and resources, and procedures) – to allocate resources and direct the execution of operations.

2-24. The TSC commander must be completely cognizant of the GCC mission, current and future operations, and support priorities in order to properly execute effective sustainment support. If the GCC AOR is divided into multiple AO/JOAs, the TSC commander must have a complete grasp of the unique aspects of each and must be prepared to request and employ subordinate elements as required by the operational situation. This could include the use of multiple ESCs, sustainment brigades, CSSBs, or the combination of each unit.

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

2-25. Commanders use CCIR to focus information collection on what they need to support critical decisions. CCIR enable commanders to make informed decisions during planning and course of action selection. During preparation and execution, CCIRs address information commanders require to make informed decisions associated with decision points.

MISSION ORDERS

2-26. Commanders direct with mission orders. Mission orders are directives that emphasize to subordinates the results to be attained, not how they are to achieve them. Mission orders enable subordinate commanders to understand the situation, their commander's mission, concept of operations, and intent, and their own mission; and begins the mission command process which is the Army's preferred method for exercising mission command. The commander's intent and concept of operations set guidelines that provide unity of effort while allowing subordinate commanders to exercise initiative in planning, preparing, and executing deployment and sustainment operations.

Role of the Deputy Commander

2-27. Sustainment deputy commanders serve as the second in command to the commander. His or her role, responsibilities, and authority vary, based on the commander's desires, the mission, and the scope and complexity of operations. The relationship between the deputy commander and the staff is unique to each organization.

2-28. The deputy commander has important responsibilities in the following circumstances:

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

2-29. The deputy commander may assume duties, to include command duties, as delegated by the commander, either explicitly or by standard operating procedures, when the commander is temporarily absent from the command.

2-30. Because deputy commanders must be able to assume command at any time, they always keep abreast of the situation. Commanders inform their deputy commanders of any changes in the commander's visualization or commander's intent. The chief of staff keeps the deputy commander informed of staff actions.

2-31. Sustainment command commanders typically delegate authority to their deputy commanders to act in their name for specific fields of interest and responsibility. Doing this reduces the burden of commanders' responsibilities and allows them to focus on particular areas or concerns while their deputy commanders concentrate on others.

COMMAND SERGEANT MAJOR

2-32. The command sergeant major (CSM) is the senior noncommissioned officer (NCO) of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the NCO corps. The CSM's duties and responsibilities vary according to the commander's specific desires; however, his general duties are to provide advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.

Role of the Staff

2-33. Staffs provide commanders with relevant information in usable forms that help commanders achieve accurate situational understanding. Situational understanding enables commanders to make well informed and timely decisions and allows staffs to rapidly synchronize, integrate, and fuse actions in accordance with the commander's intent.

2-34. Each staff section accomplishes this essential function by processing information, employing decision support aids, and conducting comparative analyses in order to quickly turn information into knowledge, create situational understanding, and share a common operational picture (COP).

2-35. The staff manages the theater sustainment COP, and ensures that the logistical requirements throughout the theater are met. Ultimately, this ensures that the combatant commander can achieve success while conducting unified land operations. Within the SPO, various sections perform logistical management tasks to sustain the theater. The functions of the SPO are discussed in depth in chapter three.

TSC ORGANIZATION

2-36. The TSC consists of three staff elements: personal, special, and coordinating (see figure 2-1).

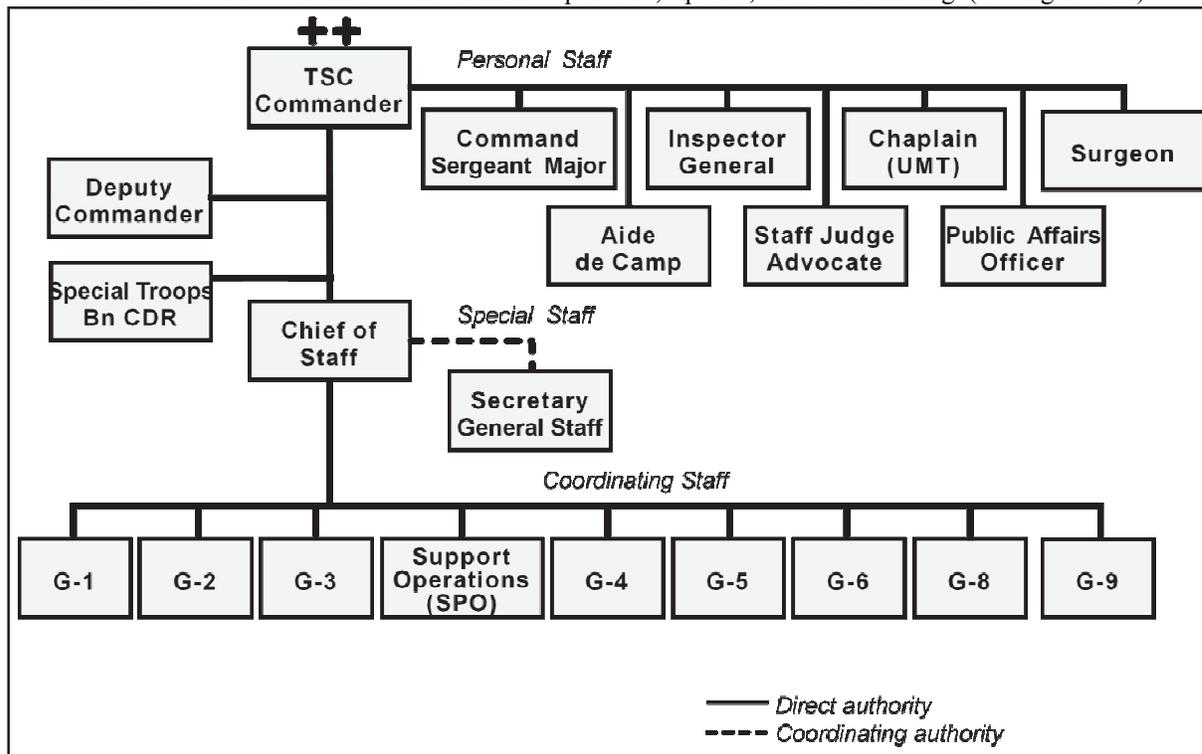


Figure 2-1. Theater sustainment command staff organization

The command sergeant major, aide-de-camp, staff judge advocate, inspector general, chaplain, surgeon, and public affairs officer comprise the personal staff. The special staff is comprised of the secretary of the general staff, and the knowledge management officer. Special staff officers provide technical advice and planning assistance to the TSC commander and staff. The coordinating staff is comprised of the G-1– G-6, G-8, and support operations (SPO). The coordinating staff develops plans and policies in their respective areas and provides guidance, priorities, and allocations to subordinate commands/units. A synopsis of the TSC organizational structure and functions follows.

CHIEF OF STAFF

2-37. The sustainment command chief of staff (CoS) is the commander's principal assistant for directing, coordinating, supervising, and training the special and coordinating staffs, except for those staff positions that are designated to report directly to the commander. The TSC commander delegates the necessary executive management authority to the COS in order to free himself from routine command activities. The COS passes pertinent data, information, and insights from the staff to the commander and from the commander to the staff. The COS communicates the commander's intent to the staff, as well as to subordinate commanders as necessary. COS normal duties include: directing the efforts of coordinating and special staff members, and ensuring the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units).

PERSONAL STAFF

2-38. Personal staff officers work under the immediate control of the commander and therefore have direct access to the commander. The TSC commander establishes guidelines or gives specific guidance to the personal staff officer to inform, or coordinate with, the COS or other members of the staff on issues. A synopsis of the TSC personal staff structure and its functions follows.

AIDE-DE-CAMP

2-39. The aide-de-camp serves as a personal assistant to the commanding general. The aide-de-camp provides for the commander's well-being and security, and relieves him of routine and time-consuming duties. The aide-de-camp supervises other personal staff members (secretaries, assistant aides, enlisted aides, and drivers) and coordinates protocol activities.

CHAPLAIN

2-40. The chaplain advises the commander on religion, morale, and moral and ethical issues. The chaplain is responsible for implementing and supervising the commander's religious program. In coordination with the civil-military operations section, the chaplain advises the commander and staff on impact of indigenous religious groups in the sustainment command area of operations.

PUBLIC AFFAIRS OFFICER

2-41. The public affairs officer (PAO) is a personal staff member that advises the commander/staff on all public affairs operations. The PAO serves as the sustainment command spokesperson. As such, the PAO develops public affairs policy, plans, annexes, and guidance for the sustainment command. The PAO also coordinates and monitors Department of Defense (DOD) media, embedded media, and national, international, and local media requirements.

INSPECTOR GENERAL

2-42. The inspector general advises the commander on the overall welfare, climate, and state of discipline of the command. The inspector general serves the commander and the command by executing four IG functions – teaching and training, inspections, assistance, and investigations – for the purpose of enhancing the command's discipline, readiness, and operational warfighting capability. The IG also conducts surveys and studies in accordance with the commander's guidance.

STAFF JUDGE ADVOCATE

2-43. The SJA communicates directly with the commander to provide legal advice for all matters affecting morale, good order, and discipline of the command. The SJA oversees the provision of legal services throughout the command.

2-44. The SJA, as a field representative of The Judge Advocate General, provides technical supervision over all Judge Advocate General's Corps personnel and legal services in the command. This includes planning legal support, requesting resources, conducting and evaluating training, and assigning and professionally developing Judge Advocate General's Corps personnel assigned to the command. The SJA may also use the legal technical channel to communicate with The Judge Advocate General and other supervisory judge advocates.

SPECIAL STAFF

2-45. Special staff officers help the sustainment command commander and members of the staff in their professional or technical specialized areas. The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions. Although special staff personnel are not integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff's actions.

2-46. The COS has coordinating staff responsibility for the commander of special troops, and the secretary of the general staff. A synopsis of the sustainment command special staff structure and its functions follows.

SECRETARY OF THE GENERAL STAFF

2-47. The secretary of the general staff acts as executive officer for the COS. Besides his common staff responsibilities, the secretary of the general staff plans and supervises conferences chaired by the commander, deputy commander, or COS. The secretary of the general staff directs the activities associated with distinguished visitors to the headquarters.

SURGEON

2-48. The sustainment command surgeon is responsible for advising the commander on the health of the sustainment command as well as the effects of the health threat. The surgeon coordinates Army health support (AHS) for both health service support (HSS) and force health protection (FHP). He or she ensures that all AHS functions are considered and included in operation plans (OPLANs) and operation orders (OPORDs). The sustainment command surgeon also maintains a technical relationship with the ASCC Surgeon, and medical command - deployment support (MEDCOM-(DS)) commander to help advise medical policy for the theater.

2-49. The sustainment command surgeon's HSS duties and responsibilities may include:

- Developing and coordinating the HSS portion of AHS operation plans to support the TSC commander's decisions, planning guidance, and intent for support.
- Determining the medical workload requirements (patient estimates).
- Advising the TSC commander on policy regarding the eligibility of care for non-United States (US) military personnel.
- Maintaining situational understanding by coordinating for current HSS information with surgeons of the next higher, adjacent, and subordinate headquarters. Coordinating with other functional component and Service component command surgeons.
- Recommending task organization of medical units/elements in support to TSC units to satisfy all HSS mission requirements.
- Monitoring troop strength of medical personnel and their utilization.
- Coordinating, and synchronizing health consultation services.
- Evaluating and interpreting medical statistical data.
- Monitoring medical regulating and patient tracking operations for TSC personnel.
- Determining TSC training requirements for first aid and for maintaining wellness of the command.
- Ensuring field medical records are maintained on each Soldier assigned to the TSC at their primary care medical treatment facility per Army Regulation (AR) 40-66 and FM 4-02.4.
- Ensuring individual informed consent is established before administering investigational new drugs as described in Executive Order 13139.
- Ensuring plans are developed and practiced for the management of mass casualty situations.

2-50. The sustainment command surgeon's duties and responsibilities for FHP may include:

- Identifying potential medical-related commander's critical information requirements (priority intelligence requirements and friendly force information requirements) as they pertain to the health threat; ensuring they are incorporated into the command's intelligence requirements.
- Coordinating for veterinary support for food safety, animal care, and veterinary preventive medicine.
- Planning for and implementing FHP operations to counter health threats. (See FM 4-02.17). Force health protection operations may include:
 - Planning for and accomplishing pre-deployment and post deployment health assessments.
 - Establishing and executing a medical surveillance program. (Refer to Department of Defense Instructions [DODI] 6490.03, AR 40-5, AR 40-66, Department of the Army Pamphlet (DA PAM) 40-11, and FM 4-02.17 for an in-depth discussion).
 - Establishing and executing occupational environmental health surveillance program. (See DODI 6490.03, FM 3-34.5, AR 40-5, DA Pam 40-11, and FM 4-02.17).

- Recommending combat and operational stress control, behavioral health, and substance abuse control programs.
- Ensuring the health threat and medical intelligence considerations are integrated into AHS support operation plans and orders.
- Advising commanders on FHP chemical, biological, radiological, and nuclear defensive actions, such as immunizations, use of chemoprophylaxis, pretreatments, and barrier creams.
- Identifying health threats and medical-related commander's critical information requirements.
- Submitting to higher headquarters those recommendations on medical problems/conditions that require research and development.
- Maintaining situational understanding by coordinating for current FHP information with surgeons of the next higher, adjacent, and subordinate headquarters.

COORDINATING STAFF

ASSISTANT CHIEF OF STAFF, G-1

2-51. The assistant chief of staff, G-1 establishes monitors, directs, and assesses human resources support for units assigned or attached to the sustainment command. This staff section provides advice and assistance to subordinate unit S-1 sections on human resource matters, monitors personnel readiness of the sustainment command, implements human resource policies, and directs human resources systems and support to commanders and Soldiers. It analyzes and advises the commander on the TSC personnel readiness posture. It establishes, maintains, and manages the command personnel distribution program. It accounts for assigned personnel, and reports command unit strength. It collects, summarizes, and analyzes information for preparing personnel estimates, projecting replacement requirements, and recommending replacement priorities. It synchronizes the TSC personnel network, ensuring activities support the commander's desired end-state.

2-52. The G-1 staff section is comprised of three branches: personnel accounting and strength reporting / personnel readiness management / personnel information management, plans and operations, and personnel services. The branches perform the following functions:

- G-1 personnel accounting and strength reporting / personnel readiness management / personnel information management, plans and operations, and personnel services branch.
 - Provides for the manning of the command.
 - Tracks personnel readiness of the command.
 - Coordinates personnel readiness management and personnel information management requirements for the command.
 - Monitors and analyzes strength reports.
 - Conducts and manages strength reporting for the command.
 - Monitors sustainment command specific reception, replacement, return to duty, rest and recuperation, redeployment (R5) operations.
- G-1 Plans and Operations Branch.
 - Prepares sustainment command specific human resource (HR) plans, annexes, and estimates.
 - Monitors and influences current and future HR operations for sustainment command assigned or attached units.
 - Identifies theater opening HR requirements.
 - Conducts sustainment command casualty operations.
 - Conducts and manages postal and morale, welfare, and recreation operations for sustainment command assigned or attached units.
- G-1 Personnel Services Branch.

- Provides for essential personnel services in support of the command (those essential personnel services actions which require the approval or recommendation of the TSC commander).
- Develops HR policy for the command.
- Provides technical oversight of HR support for the command.

ASSISTANT CHIEF OF STAFF, G-2

2-53. The assistant chief of staff, G-2 provides the commander relevant intelligence for current operations and future plans. The G-2 directs, supervises, and coordinates the planning, collection, evaluation, fusion, analysis, production, and dissemination of all-source intelligence. The G-2 conducts counterintelligence liaison for security and force protection. The G-2 coordinates for external intelligence, meteorological and oceanographic weather, and terrain product support as required. The G-2 facilitates intelligence training and readiness for alerted/rotational forces and exercises oversight of sensitive compartmented information.

2-54. The G-2 staff section is comprised of a single branch: current operations. Its functions include the following:

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

ASSISTANT CHIEF OF STAFF, G-3

2-55. The assistant chief of staff, G-3 is responsible for preparing broad planning guidance, policies, and programs for command organizations, operations, and functions. Maintains primary responsibility for plans, operations, security, force development, force protection, and countering chemical, biological, radiological, and nuclear, and high-yield explosive activities. The G-3 staff section is comprised of three branches: current operations, future operations, and force development. Their functions include the following:

- G-3 Current Operations Branch. – The Current Operations Branch monitors and assesses the current situation and assists the sustainment command and subordinate commanders in controlling forces and coordinating warfighting functions based on the current order and commander's intent. The functions of the Current Operations Branch are as follows:
 - Provides a mid-range planning element to develop branches and produces WARNORDs, OPORDS, and fragmentary orders to support the current phase of execution.
 - Assists the commander and subordinate commander in planning future operations.
 - Synchronizes and coordinates warfighting functions for future operations planning.
 - Manages the global force management process for the Theater Sustainment Command to include requests for forces from both internal and external sources.
 - Manage global force management deployment orders (DEPOrDs) and modifies OPLANS to OPORDs for crisis action planning.
 - Responsible for mid-range planning and the assessment of operations.
 - Monitors and assesses current situation.
 - Maintains unit readiness status of each unit assigned, attached, or OPCON to the TSC.

- Authenticates and publishes administrative and logistics plans and orders, OPLANs and OPORDs.
- Coordinates displacement of subordinate commands/units.
- Coordinates/assigns facilities and areas.
- Develops, coordinates, and monitors base and base cluster security.
- Coordinates area damage control activities with supporting maneuver enhancement brigade.
- Conducts consequence management planning.
- Advises the commander and staff on all matters concerning chemical, biological, radiological, and nuclear, and high-yield explosive activities.
- Develops, coordinates, implements, and monitors the command training program.
- G-3 Future Operations Branch. - The Future Operations Cell refines and modifies plans and orders based on current situation, develops branches and assesses mid-range progress of operations, typically within a specified planning window. The functions of the Future Operations Branch are as follows:
 - Provides a mid-range planning element to develop branches and produces WARNORDs, OPORDS, and fragmentary orders to support the current phase of execution.
 - Assists the commander and subordinate commander in planning future operations.
 - Synchronizes and coordinates warfighting functions for future operations planning.
 - Manages the global force management process for the sustainment command to include Requests for Forces from both internal and external sources.
 - Manage global force management deployment orders (DEPODs) and modifies OPLANS to OPORDs for crisis action planning.
 - Responsible for mid-range planning and the assessment of operations.
- G-3 Force Development Branch. - Responsible for force accounting, force modernization, manpower allocation, and manpower utilization and requirements for the sustainment command and subordinate units. The functions of the Force Development Branch are as follows:
 - In conjunction with the sustainment command G4, coordinates all Total Package Fielding, New Equipment Training, and New Equipment Fielding for the Sustainment Command.

ASSISTANT CHIEF OF STAFF, SUPPORT OPERATIONS

2-56. The assistant chief of staff, support operations (SPO) focuses on detailed planning for theater opening, theater distribution and theater sustainment operations. The SPO is responsible for sustaining the force in accordance with ASCC/GCC priorities and intent. This staff section supervises supply, maintenance, hazardous waste management, field services, transportation, and movement control activities that support the force. It integrates transportation and movement of units, supplies, and materiel into, within, and out of theater. It provides this support through a distribution management center (DMC) comprised of six subordinate branches: distribution integration, supply, material readiness, munitions, mobility, and log automation; a civil-military operations section; and a host nation support section. Medical supply and Army special operations forces (ARSOF) support cell augmentation is based on METT-TC. A description of SPO functions follows:

- Support Operations.
 - Translates the commander's operational priorities into priorities of sustainment support across the range of military operations.
 - In coordination with the ASCC, develops theater concept of support.
 - Prepares annexes to the sustainment command OPLAN/OPORD.
 - Establishes strategic and joint interfaces to facilitate synchronization and integration efforts.
 - Develops estimates and monitors operational readiness.
 - Verifies overall requirements for the supported force.
 - Plans and coordinates supply, fuel, ammunition, transportation, maintenance, field service, and operational contract support operations.

- Coordinates and supervises implementing policies and directives relative to supporting current and future operations.
- Balances capabilities to requirements.
- Cross-levels logistics resources for mission support.
- Monitors theater stocks.
- Provides staff oversight of human resources sustainment center (HRSC) planning, coordination, and execution in order to facilitate integrated and synchronized postal, casualty, reception, rest & recuperations, replacement, and return to duty operations.
- In conjunction with other agencies such as the Corps of Engineers, develops plans to control hazardous materiel/waste.
- Distribution Management Center (DMC).
 - Develops the distribution plan.
 - Establishes direct liaison with the theater Joint deployment distribution operations center (JDDOC).
 - Maintains liaison with higher, lower, joint, and multinational headquarters.
 - Utilizes all possible means to establish and maintain a common operating picture.
 - Maximizes strategic, operational, and tactical reach.
 - Maximizes readiness through the effective use of maintenance resources.
 - Manages all facets of transportation, to include air, land, and sea transportation assets and common-user land transportation support.
 - Coordinates and manages all aspects of intermodal container use.
 - Oversees operation of the in-transit visibility (ITV) system.
 - Provides materiel management.
 - Coordinates and monitors contracting and host nation support requirements.
- DMC Distribution Integration Branch.
 - Plans, establishes, and maintains the Army portion of the theater distribution system to include visibility, capacity management, and control of system operations.
 - Examines current sustainment operations to ensure logistics and personnel services contribute to the desired effects of the supported commander.
 - Enforces theater sustainment priorities established by the ASCC and supported combatant commander.
 - Monitors and facilitates unit deployment/redeployment and reception, staging, onward movement, and integration (RSOI) activities.
 - Maintains situational awareness.
 - Synchronizes supported commander requirements with distribution capabilities and tracks commodities to their final destination.
 - Oversees operation of the ITV system.
- DMC Supply Branch.
 - Provides direction for receiving, storing, and issuing theater stocks in accordance with ASCC/GCC support priorities.
 - Establishes and manages corps/theater automated data processing service center (CTASC) parameters for applicable classes of supply.
 - Executes theater management of Class I, II III (B), III (P), IV, VI, VII, IX, water and field service operations (airdrop, mortuary affairs, and shower, laundry, and bath).
 - Performs as the expeditor and problem solver on all issues involving the commodities it manages.
 - Coordinates with the distribution integration and mobility branches for status on the distribution of commodities it manages.
 - Passes requirements to the appropriate national inventory control point.
 - Validates requirements being considered for local procurement.

- Provides theater on-hand visibility and recommends priority of issue for major end items.
- Coordinates Class IX for the theater.
- Recommends cross-leveling of ground and aviation repair parts.
- Identifies and tracks retrograde.
- DMC Materiel Readiness Branch.
 - Performs integrated materiel management for automotive equipment, tactical wheeled vehicles, general-purpose vehicles, construction equipment, materiel handling equipment, electronic maintenance, and aviation maintenance.
 - Coordinates the development of maintenance policy and programs.
 - Exercises staff supervision of sustainment maintenance operations and enforce priorities established by ASCC/GCC.
 - Advises TSC commander on readiness.
 - Assists in determining appropriate positioning of maintenance assets.
 - Conducts analysis of maintenance capabilities and requirements, and makes recommendations to the commander.
 - Provides maintenance data and reports.
 - Supervises equipment modernization plan execution.
 - Exercises staff supervision over test, measurement, and diagnostic activities to include management of theater-wide calibration efforts.
 - Exercises staff supervision over aviation maintenance activities.
 - Provides assistance on cross-leveling aviation equipment in the theater.
- DMC Munitions Branch.
 - Maintains stock control visibility on all Class V supplies in theater.
 - Establishes and manages Class V CTASC parameters.
 - Monitors requisitions for stockage objectives, establishes mandatory stockage levels, and verifies accuracy of unit basic loads.
 - Advises the sustainment command commander and staff on Class V status and coordinates munitions actions on both available and in-transit stocks.
 - Recommends controlled supply rates for different combat operations to ASCC G-3.
 - Coordinates special transportation and airdrop requirements for munitions.
 - Responds to requests for statistical analysis and management by exception actions and requests.
- DMC Mobility Branch.
 - Provides guidance, plans, policies, and staff supervision for movements.
 - Coordinates with supply and distribution integration branches for distribution management of all commodities, passenger, and unit movements (RSOI, redeployment, and retrograde).
 - Provides primary input to the theater movement plan.
 - Functions as the executive agent for movement control by overseeing the development and implementation of the movement program executed by the movement control battalion (MCB).
 - Provides mission planning for strategic deployment, sustainment, and redeployment.
 - Manages all facets of transportation information related to planning, coordinating, and evaluating all methods of transportation, movement control, and logistical support.
 - Develops theater highway regulation, traffic circulation, and maneuver and mobility support OPLANS.
 - Provides supplemental modal movement management for personnel and materiel, except bulk Class III by pipeline, within, into, or out of theater.
 - Manages US and host nation common-user transportation assets.
 - Serves as executive agent for container, flat rack, and air pallet management.
 - Coordinates all aspects of intermodal container use.

- Manages container operations to include synchronizing support to retrograde operations with priority being return of International Organization for Standardization shipping containers, aerial delivery platforms, and flatracks to the distribution system.
- Provides theater level liaison to host nation(s) and for contracted assets.
- Enforces priorities for air transportation established by the ASCC and the supported combatant commander.
- Enforces priorities for land transportation, both road and rail, established by the ASCC and the supported combatant commander.
- Enforces priorities for water transportation, both sea and inland waterways, established by the ASCC and the supported combatant commander.
- Optimizes intratheater multimodal distribution.
- DMC Log Automation Branch.
 - In conjunction with the assistant chief of staff, G6, establishes logistics information system (LIS) automation policy and provides guidance for all subordinate unit sustainment automation management offices.
 - Acts as the focal point for and provides support for all LIS enablers, including combat service support automated information systems interface (CAISI), very small aperture terminal (VSAT), automated identification technology (AIT), and radio frequency in-transit visibility (RF-ITV) equipment.
 - Plans, establishes, and maintains the VSAT/CAISI network to include domain management.
 - Provides services of a technical/functional nature common to all elements of the TSC and its customers to establish and maintain automation connectivity, data transmission accuracy, and software management.
 - Acts as the focal point for all new LIS fielding, software changes, engineer change proposals, and any other actions requiring coordination between agencies.
 - Controls software and applications updates to LIS.
 - Provides LIS support to all customer units.
 - Ensures all LIS systems are on the current system change package.
 - Provides LIS training for customer units.

ASSISTANT CHIEF OF STAFF, G-4

2-57. The assistant chief of staff, G-4 develops, coordinates, and monitors plans, policies, procedures, and programs for supply, transportation, maintenance, field services, and facilities for the command's subordinate units. It determines logistics requirements for subordinate units, monitors the logistics posture of subordinate units, and establishes support priorities in accordance with the commander's priorities and intent. This staff section provides staff supervision of subordinate unit field feeding and subsistence operations; monitors and analyzes subordinate unit equipment readiness status. It is also responsible for planning and management of fixed facilities, and coordination of construction, utilities, and real estate for the command. The G-4 staff section is comprised of two branches: logistics support and construction support. A description of their functions follows:

- G-4 Logistics Support Branch.
 - Responsible for internal logistics readiness and reporting for all classes of supply for the command.
 - Provides staff supervision and coordination for logistics support (supply, maintenance, transportation, and field services) of subordinate units of the TSC.
 - Provides technical staff supervision over sustainment command food service programs and subsistence operations.
 - Develops plans, policies, and procedures involving receiving, storing, and distributing subsistence.
 - Conducts assistance and inspection visits to subordinate food service areas and to subsistence storage and distribution points.

- G-4 Construction Support Branch.
 - Determines construction requirements and coordinates engineer support for the sustainment command units.
 - Responsible for planning and coordinating requirements for real estate and facilities. Responsible for determining requirements for construction projects for the TSC.
 - Coordinates with the theater engineer command or senior engineer headquarters in theater for engineering support. See FM 3-34, JP 3-34, and JP 4-0. Develops plans to control hazardous materiel/waste.
 - Monitors environmental issues.

ASSISTANT CHIEF OF STAFF, G-5

2-58. The assistant chief of staff, G-5 is the principal staff officer for planning operations for the mid to long range planning horizons of the TSC. Plans consist of preparing, coordinating, authenticating, publishing, and distributing operations plans, and concept plans for the TSC, as well as conducting mission analysis of ASCC headquarters plans, and reviewing ESC supporting plans. This staff section:

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

ASSISTANT CHIEF OF STAFF, G-6

2-59. The assistant chief of staff, G-6 is responsible for integration and management of the sustainment command mission command networks to ensure the interoperability with ARSOF, and other joint, interagency, and multinational networks. The G-6 is also responsible for managing, implementing, and distributing signal operating instructions, as required.

2-60. Comprised of two divisions, plans and operations and information management, this staff element is responsible for synchronizing and coordinating the implementation of ASCC communications security policies and guidance throughout the command; providing staff supervision of new communications and information technology system fielding activities throughout the command; providing information management (less logistics related support) to the command, and operating the information management help desk.

2-61. G-6 Plans and Operations Division. The G6 plans and operations division provides direction and oversight of network plans, network operations, and information assurance in support of sustainment command operations. The division is comprised of three branches: plans, operations, and information assurance. A description of branch functions follows:

- Plans Branch.
 - Responsible for planning, engineering, and integrating sustainment command mission command control networks.
 - Validates all requirements for new services and information system requirements.
- Operations Branch.
 - Provides network technical and configuration control.
 - Coordinates with theater signal commands and theater network operations & security centers to ensure sustainment command interoperability with joint and multinational networks.
- Information Assurance Branch.

- Designs, engineers, and reviews architectures to support mission command requirements in the theater.
- Monitors implementation of DOD theater level information assurance vulnerability assessments.

2-62. G-6 Information Management Division. The G-6 information management division provides information management support (less logistics related) throughout the sustainment command headquarters. The division is comprised of two branches: communications systems support and information service support. A description of branch functions follows:

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

ASSISTANT CHIEF OF STAFF, G-8

2-63. The assistant chief of staff, G-8 is responsible for preparation, resource management analysis, and implementation of the budget for units assigned or attached to the sustainment command. This staff element supervises the development, synchronization, evaluation, defense, and execution of the command budget estimate and the program objective memorandum; establishes, controls, and audits all financial management systems; and advises the commander on matters pertaining to programming/budgeting, finance and accounting, cost analysis, and management practices. A description of section functions follows:

- Provides advice to commanders on financial management implications and cost of preparing for and conducting operations.
- Coordinates with support operations for funding actions required for contracted capabilities.
- Prepares financial management annexes in support of OPLANs/OPORDs.
- Prepares contingency cost estimates.
- Provides policy and fiscal guidance for mid range planning.
- Establishes responsibilities and monitors execution of management's internal control program.
- Coordinates and synchronizes resource requirements identification and fulfillment methods by identifying types and sources of funding.
- Estimates, tracks, and reports costs for specific operations to support requests to the US Congress for appropriation.
- Identifies and manages funds available for immediate expenses.
- Provides planning, programming, and budgeting support, budget analysis, management services, and force management support.
- Captures operations costs via standard accounting systems and the management of the operating systems that pay personnel and providers (contractors, host-nation, suppliers, etc.).
- Tracks and reports costs of battlefield operations to support efforts of reimbursement of costs initially paid from available training and readiness funds.
- Obtains guidance on fund citations and funding levels and provides to tactical financial managers and supporting finance elements.
- Provides fund control, monitors fund execution, tracks and reports costs and obligations.
- Performs analysis, planning, administration, and control of human, fiscal, financial, material, and other DOD resources.
- Establishes the aggregate levels of fiscal support to be allocated and imposes directed resource constraints.
- Provides input to the program objective memorandums.
- Prepares budget schedules, adjusts budgets based on program budget decisions.

- Accounts for DOD real estate, equipment, supplies, personnel, other assets, and funds in accordance with established policy.

SPECIAL TROOPS BATTALION

2-64. The Special Troops Battalion (STB) provides mission command for units assigned or attached to the sustainment command. The commander is responsible for command, control and coordination of STB Soldiers and Soldiers assigned to the sustainment command headquarters that are not assigned or attached to subordinate commands. The STB commander is also responsible for separate company level and below units assigned or attached to the sustainment command. The STB commander oversees the logistical and sustainment requirements for personnel assigned or attached to the sustainment command headquarters element. In addition to his common responsibilities, the commander of special troops is responsible for, among other tasks, developing the sustainment command headquarters tactical operations center deployment, occupation plan and providing for local headquarters security.

SECTION III – TSC LOCATION AND ECHELONING

2-65. The TSC headquarters may operate from outside the AOR and may be collocated with the ASCC in order to most effectively perform its mission command functions. When required, the TSC employs ESCs to provide forward mission command within an AO, and improve the span of control, or mission command a specified function. However, ESC deployment timelines may not meet TSC mission command requirements and the TSC headquarters may be required to relocate and position itself within the AOR.

2-66. A primary consideration for this relocation is continuity of mission command. A TSC commander will typically maintain mission command continuity by echeloning elements of the headquarters. Echeloning provides the commander with the capability to place minimum mission command capabilities forward while continuing to support the force. This lead element is commonly referred to as an early entry command post, and its structure is entirely at the discretion of the commander based on mission requirements. Once the early entry command post is in place and communications with all nodes are established, the balance of the TSC headquarters moves forward by echelon.

2-67. In addition to continuity of mission command considerations, the TSC commander is concerned with the organizational design of the echeloning elements; specifically establishing functional groupings and establishing functional responsibilities. Identification of responsibilities and authority for each echeloning element provides clarity and direction with respect to the exercise of authority and continuity in the conduct of on-going operations.

2-68. TSC mid range planning should also consider the requirement to deploy an ad hoc TSC headquarters mission command element on a long-term basis for split-based operations. The early entry force would be the basis for such an element and the overall structure and manning would be based on existing missions, tasks, and resources available. Commanders must consider mission requirements, organize the force, and allocate resources appropriately while maintaining a balance to support both locations effectively. This ad hoc element would remain in place for the time needed to mobilize and station an ESC in the area.

SECTION IV – TSC PLANNING HORIZONS

2-69. A natural tension exists between how far ahead commanders can plan effectively without preparation and coordination becoming irrelevant. Planning too far into the future may overwhelm the capabilities of planning staffs, especially subordinate staffs. Conversely, not planning far enough ahead may result in losing the initiative and being unprepared. Understanding this tension is essential to ensuring the command is focused on the right planning horizon.

2-70. In general, planning horizons are points in time the TSC commander uses to focus the organization's planning efforts to shape future events. TSC planning horizons are measured from weeks or months for operational-level requirements to hours and days for supporting tactical-level requirements.

2-71. The TSC often plans within several different horizons simultaneously. To guide their planning efforts, TSC commanders use three planning horizons—short-range, mid-range, and long-range.

Note. ESC commanders generally use two planning horizons –short-range and mid-range. ESCs are not yet resourced to conduct long- range planning.

2-72. Figure 2-2 provides one way to visualize planning horizons. The variable commanders use to focus subordinate planning efforts is certainty. As indicated in figure 2-2, a high degree of relative certainty provides the means for commanders and staffs to develop a conceptual basis for action, assign resources, and commit to a particular plan. Typically, the further away in time the event is, the lower the degree of certainty. In situations involving lower degrees of certainty, commanders focus on planning for several different possibilities. Resources are programmed but not committed to a particular course of action or plan. See ADRP 5-0 for more information on planning horizons.

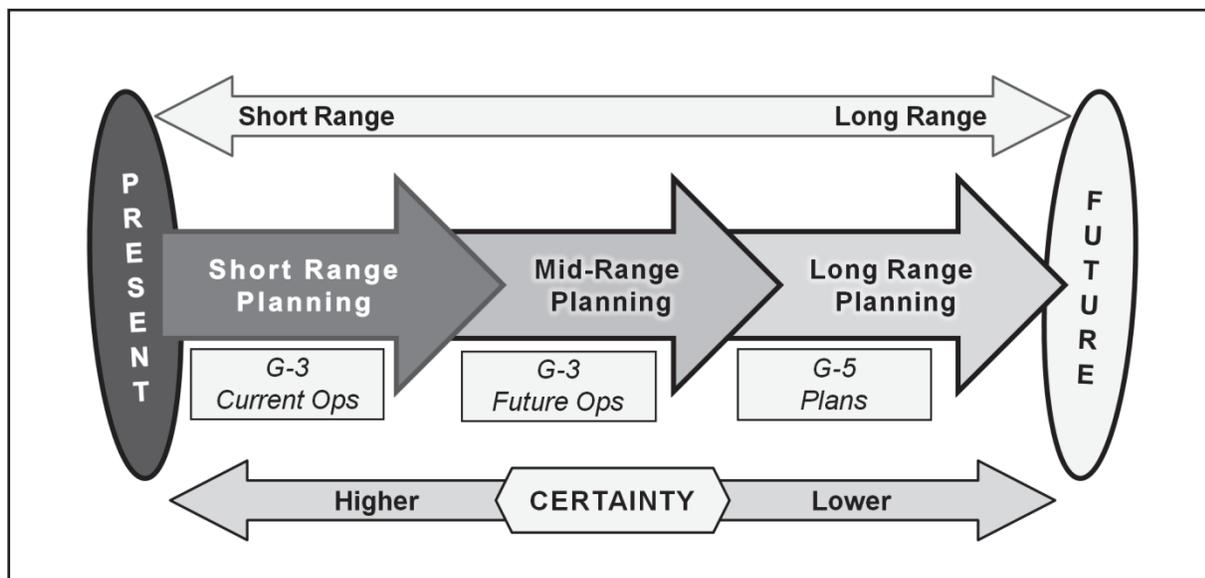


Figure 2-2. Planning horizons

SHORT RANGE PLANNING

2-73. Short range planning is focused under conditions of relative certainty. Short-range planning focuses on the immediate future. This may be hours or days. This planning occurs when TSC/ESC commanders believe they can reasonably forecast events; assign resources, and commit to a particular plan. Short range planning directs the physical preparations necessary for action such as staging supplies, task organizing, and positioning of logistics resources for execution. It may involve representatives from all warfighting functions or include only selected staff members and the commander. Who participates depends on the problem's complexity and available time. Short range planning results in an OPORD or fragmentary order .

MID-RANGE PLANNING

2-74. Mid-range planning is focused under conditions of moderate certainty. Mid-range planning occurs when TSC/ESC commanders plan for several different possibilities without committing to anyone. Units and resources are programmed—but not physically committed—for several projected circumstances under conditions of moderate certainty. Developing branches and sequels is normally the focus of mid-range planning.

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

LONG RANGE PLANNING

2-75. Beyond the mid-range planning horizon, the situation is too uncertain to plan for specific contingencies. TSC commanders develop broad concepts addressing a number of different circumstances over a longer time period. This long range planning allows them to respond quickly and flexibly to a broad variety of circumstances. Developing OPLANs in concept form for several scenarios in the distant future is an example of long range planning.

2-76. TSC commanders assign responsibility for planning based upon the degree of certainty or uncertainty. Figure 2-3 captures the essence of TSC plans and operations synchronization.

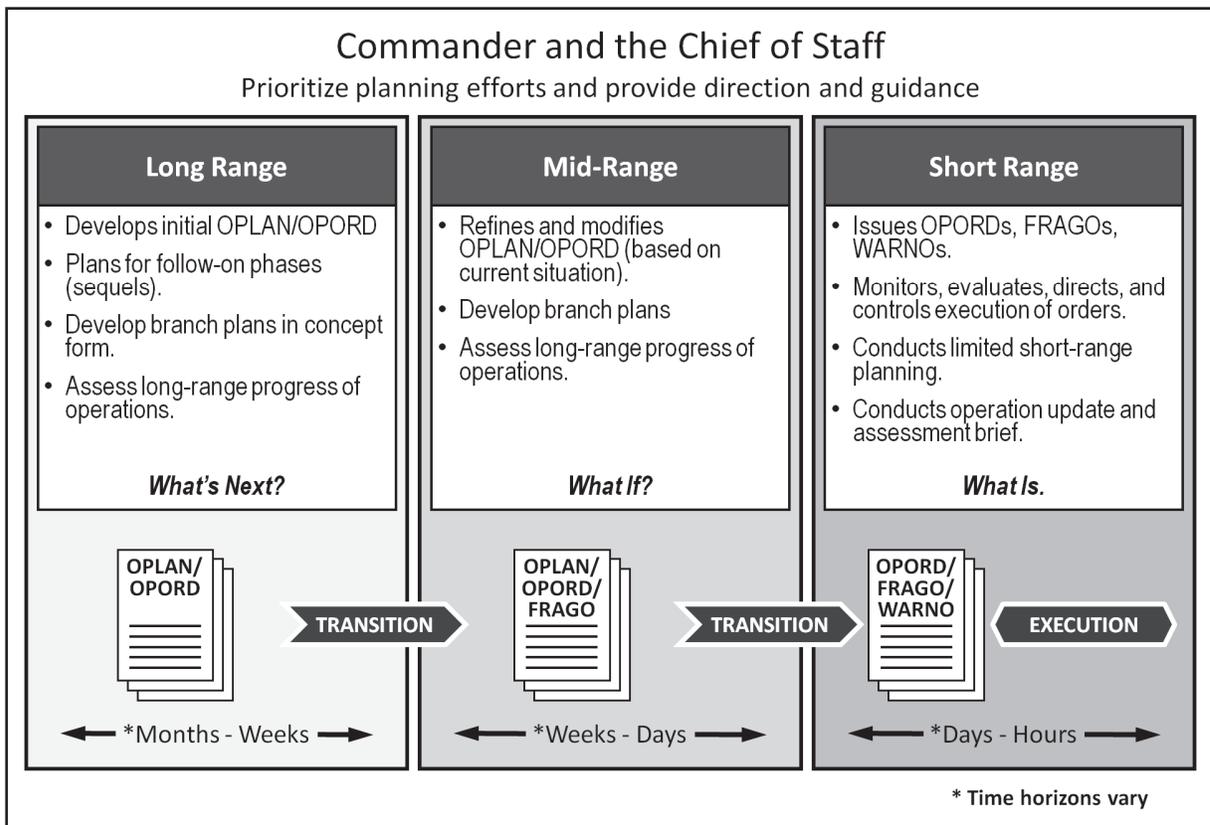


Figure 2-3. Theater sustainment command plans and operations synchronization

SECTION V – EXPEDITIONARY SUSTAINMENT COMMAND (ESC)

ESC MISSION AND TASKS

MISSION

2-77. The ESC provides mission command for attached units in an area of operation as defined by the TSC, ARFOR, or JTF. The ESC provides operational reach and span of control. The ESC plans and executes sustainment, distribution, theater opening, and reception, staging, and onward movement for Army forces. The ESC may serve as the basis for an expeditionary joint sustainment command when directed by the combatant commander or his designated coalition/ joint task force (JTF) commander. When the ESC serves as an expeditionary joint sustainment command, the headquarters should be augmented by personnel and equipment from other Services.

SECTION VI – ESC ROLES, FUNCTIONS, AND ORGANIZATION

ESC ROLE

2-78. The role of the ESC is to deploy to an AO/JOA and provide mission command capabilities when multiple sustainment brigades are employed or when the TSC determines that a forward command is required. The ESC may be employed directly under the mission command of the corps, ARFOR, or JTF as designated by an appropriate order. The TSC maintains oversight of sustainment operations within the AO/JOA with direct coordination with the ESC and its sustainment information systems. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions. The TSC may employ multiple ESCs within the theater.

2-79. The forward deployment of the ESC facilitates agile and responsive support by placing the ESC in relative proximity of the supported force and its operational environment. Positioned to provide a regional focus, the ESC is optimally placed to refine that portion of the TSC logistics preparation of the theater assessment applicable to the JTF area of operations and to array logistics forces accordingly.

2-80. Depending on the command structure within the theater, ESCs may be employed to support specific Army forces within a specific AO/JOA; or to support other ESCs or sustainment brigades with theater opening or theater distribution capabilities.

2-81. The ESC role in supporting a JTF is less about supply and more about physical distribution and readiness. Its purpose is to build and sustain JTF combat power through agile and responsive JOA-wide support. It achieves its purpose through the effective synchronization and execution of TSC plans and directives in support of JTF operational requirements; executing distribution management responsibilities for its specified AO/JOA; establishing a command climate where close coordination and collaboration with the JTF enables decisive action when unanticipated events rapidly occur in a specific operational environment.

2-82. The organizational design of the TSC and ESC are similar, however there are several differences in capabilities. The TSC has regional and organic theater defense support capability and a G5 Plans section.

2-83. The ESC is focused on synchronizing operational-level sustainment operations to meet the day-to-day and projected operational requirements of the JTF or supported force. It accomplishes this, in part, by establishing mid range and short range planning horizons that are derived from the JTF OPLAN, commander's intent, CCIR, operational tempo, and distribution system capacity.

ROLE OF THE ESC COMMANDER

2-84. The ESC commander's role is to establish a positive command climate, prepare the command for operations, direct it during operations, and continually assess subordinates. ESC commanders visualize the nature and design of operations through running estimates and input from subordinates. They describe operations in terms of time, space, resources, purpose, and action; employing intent, commander's critical

information requirements, and mission orders to direct planning, preparation, and mission execution. The commander mission commands their forces to do that centralized planning and decentralized execution ensures the best practice to sustain the AO/JOA.

Commander's Critical Information Requirements (CCIR)

2-85. ESC commanders use CCIR to focus information collection on what they need to support critical decisions. CCIR enable commanders to make informed decisions during planning and course of action selection. During preparation and execution, CCIR's address information that commanders require in order to make informed decisions associated with decision points.

Mission Orders

2-86. ESC commanders direct with mission orders. Mission orders are directives that emphasize to subordinates the results to be attained, not how they are to achieve them. They begin the mission command process which is the Army's preferred method for exercising mission command. The TSC/ESC commander's intent and concept of operations set guidelines that provide unity of effort while allowing subordinate commanders to exercise initiative in planning, preparing, and executing deployment and sustainment operations. Mission orders stress not only the tasks required of subordinates but also understanding their context and purpose.

ROLE OF THE ESC DEPUTY COMMANDER

2-87. The ESC deputy commander serves as the second in command to the ESC commander. His role, responsibilities, and authority vary, based on the commander's desires, the ESC mission, and the scope and complexity of operations. The relationship between the deputy commander and the staff is unique to each ESC.

2-88. The ESC deputy commander has important responsibilities in the following circumstances:

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

2-89. The ESC deputy commander may assume duties, to include command duties, as delegated by the commander, either explicitly or by standard operating procedures, when the commander is temporarily absent from the command.

2-90. Because ESC deputy commanders must be able to assume command at any time, they always keep abreast of the situation. Commanders inform their deputy commanders of any changes in the commander's visualization or commander's intent. The chief of staff keeps the deputy commander informed of staff actions.

2-91. ESC commanders typically delegate authority to their deputy commanders to act in their name for specific fields of interest and responsibility. Doing this reduces the burden of commanders' responsibilities and allows them to focus on particular areas or concerns while their deputy commanders concentrate on others.

ROLE OF THE ESC STAFF

2-92. ESC staffs provide commanders with relevant information in usable forms that help commanders achieve accurate situational understanding and make decisions. Situational understanding enables commanders to make well informed and timely decisions and allows staffs to rapidly synchronize and integrate actions in accordance with the commander's intent. The ESC staff synchronizes sustainment functions effectively and efficiently to sustain unified land operations.

2-93. Each ESC staff section must be able to process information, employ decision support aids, and conduct comparative analyses in order to quickly turn information into knowledge, create situational understanding, and provide the commander timely information supporting decisions which sustain the AO/JOA.

ESC FUNCTIONS

2-94. By design, ESC operations are limited in scale and scope when compared to the TSC. The ESC employs reach capabilities to provide the entire spectrum of support in accordance with TSC plans, policies, programs, and mission guidance.

2-95. When supporting a JTF, the ESC establishes control of decentralized operations conducted in support of JTF operations. It executes operational control of TSC forces and orchestrates the effective and efficient flow of logistics and deploying units to, and retrograde and redeploying units from, the JTF; synchronizing operational-level inter-modal distribution operations with the maneuver force's battle rhythm. The ESC maintains multiple means of communication with the TSC DMC to facilitate effective coordination for intertheater and intratheater deliveries to the JTF and materiel management functions not performed by the ESC.

ESC ORGANIZATION

2-96. The ESC organizational structure is very similar to the TSC structure (see figure 2-4). The ESC is organized with a personal, special, and a coordinating staff comprised of a G-1-G-4, SPO, G-6, and G-8. In addition to their common staff functions, the ESC staff develops policies and plans for their respective areas of responsibility and provides guidance, priorities, and allocations to subordinate commands/units. They also review the plans of counterpart staff elements and those of subordinate units.

2-97. For the most part, the significant difference between TSC and ESC capabilities is scale and scope. Although they are structured following the same organizational design, the ESC lacks specific support functions such as air defense capability, and a special troops battalion. The ESC scope is also different. The TSC is concerned with supporting ASCC/joint requirements from a theater-wide perspective, whereas the ESC is concerned with supporting ASCC/joint requirements from a regionally focused theater of war, theater of operations, AO or JOA perspective. There are other differences in capabilities such as long range planning and materiel management. METT-TC considerations determine the number of ESCs required to mission command TSC deployment and sustainment operations theater-wide.

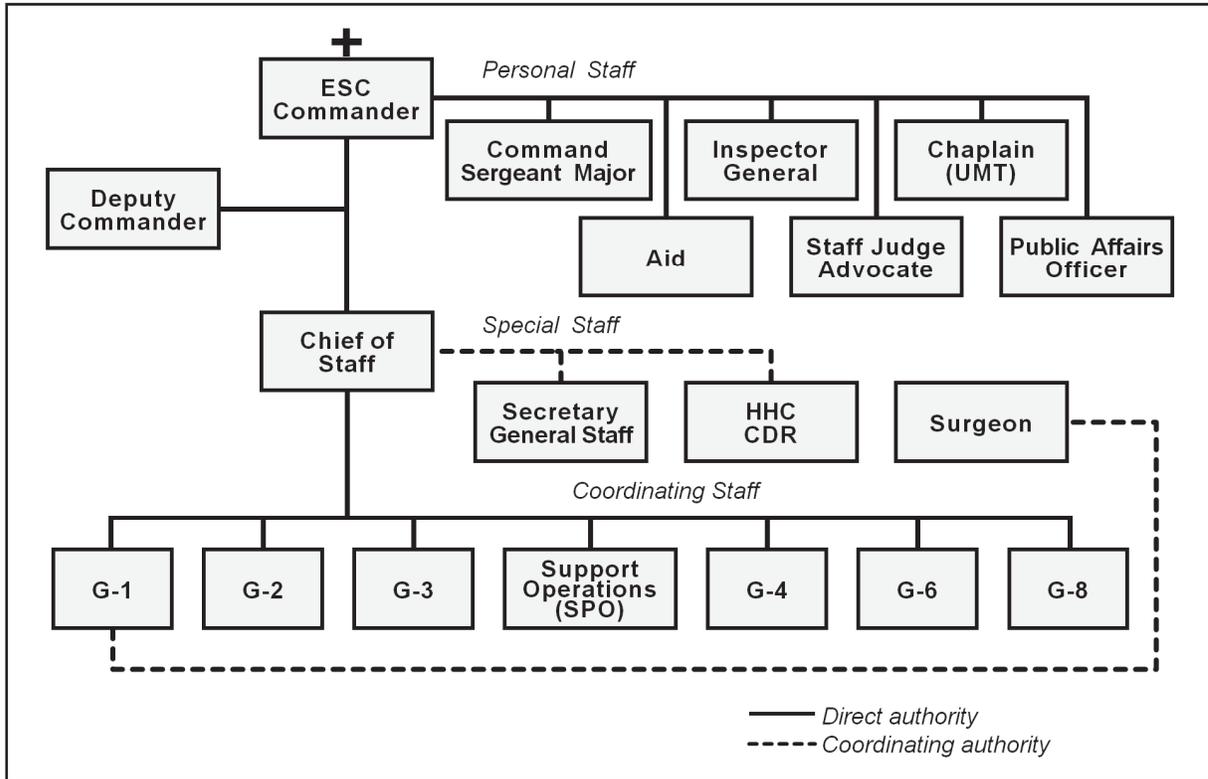


Figure 2-4. Expeditionary sustainment command staff organization

SECTION VII – THEATER SUSTAINMENT COMMAND AND EXPEDITIONARY SUSTAINMENT COMMAND SUBORDINATE ORGANIZATIONS

2-98. This section discusses the functional and multifunctional organizations routinely assigned to the TSC or ESC as subordinate commands. Subordinate mission command relationships and force tailoring decisions are determined by the TSC or ESC based upon METT-TC considerations.

MOVEMENT CONTROL BATTALION

2-99. The MCB provides mission command to movement control teams operating within an AO/JOA. It commands between four and ten movement control teams (MCT), plans and schedules movements, and is responsible to the TSC/ESC for the execution of the TSC movement program and performance of the theater transportation system. The MCB provides transportation asset visibility and coordinates the use of common-user transportation assets, intermodal container assets such as international organization for standardization containers, 463L pallets, and flatracks. The MCB also provides in-transit visibility of unit moves and convoy movements.

MOVEMENT CONTROL TEAMS

2-100. MCTs are attached to the MCB in order to provide decentralized execution of MCB movement responsibilities throughout a specified AO. MCTs may be employed on an area basis or at critical nodes in order to facilitate effective movement control. See ATP 4-16 for more information on movement control and MCT roles and functions.

PETROLEUM PIPELINE AND TERMINAL OPERATING BATTALION

2-101. Petroleum pipeline and terminal operating battalions are normally attached to the TSC. Petroleum pipeline and terminal operating battalions are responsible for the operation and maintenance of a military petroleum distribution system that may include ports of entry, pipelines, tank farms, and tactical marine terminals. Their core capabilities include scheduling and directing the flow of bulk petroleum products through multiproduct military pipelines and coordinating the movement of bulk petroleum products by barge, rail, and truck.

2-102. Petroleum pipeline and terminal operating battalions are also responsible for implementing a quality assurance program and may operate a base petroleum products laboratory.

PETROLEUM SUPPLY BATTALION

2-103. Petroleum supply battalions are normally attached to the TSC and further attached to a sustainment brigade. In such cases, they serve as the link between the pipeline systems and direct support (DS) supply units in their specified AOs.

2-104. Petroleum supply battalions receive bulk petroleum via pipeline, rail, truck, or barge from terminals operated by a petroleum pipeline and terminal operating battalion. They may also receive deliveries from Defense Logistics Agency (DLA), Defense Energy Support Center and commercial sources/ contracts. These battalions receive, store, and transfer bulk petroleum to DS supply units. They operate 5,000- or 7,500-gallon tankers and, when feasible, rail cars or barges to distribute bulk fuels. When required, they can also provide bulk and retail supply point distribution. Petroleum supply battalions provide technical and operational supervision for the storage and distribution of petroleum products within their specified area of operations.

SUSTAINMENT BRIGADE

2-105. Sustainment brigades provide mission command of theater opening, theater distribution, and sustainment operations. Greater detail on these missions and organization of the sustainment brigade is provided in FMI 4-93. Combat sustainment support battalions (CSSB) are the building blocks of the sustainment brigades. Their headquarters' designs are standardized and they can consist of up to eight companies. CSSBs are modular and task organized to support theater opening, theater distribution, area sustainment, or life support missions.

2-106. The sustainment brigade materiel management effort is focused on the management of its supply support activities (SSA) in accordance with TSC plans, programs, policies, and directives. The sustainment brigade may also provide materiel management of bulk supplies through oversight of stockage areas such as bulk fuel and ammunition storage areas. The sustainment brigade coordinates and controls supply functions, including the redistribution of intratheater excess, to meet the operational requirements of the TSC and its supported units, employing near real-time situational awareness of stock records and asset visibility to provide responsive and agile support.

TRANSPORTATION THEATER OPENING ELEMENT

2-107. The transportation theater opening element (TTOE) is attached to a sustainment brigade when that brigade is assigned the mission of early entry and establishment of an area of operation's logistics base. The TTOE provides an additional 55 transportation personnel and allows the brigade to function as a seaport operator and distribution manager. With this capability, the brigade establishes the initial surface distribution system for an area of operations.

2-108. TTOE capabilities provide a sustainment brigade with the staff augmentation and functional expertise necessary to efficiently and effectively conduct theater opening operations (less health service support) that include RSOI of deploying Army forces. RSOI functions include coordinating, synchronizing, and clearing of aerial ports of debarkation/sea ports of debarkation (APOD/SPOD) holding areas, staging areas, and marshalling areas; personnel and unit equipment integration; life support; and the multi-modal onward movement of units and/or supplies to tactical assembly areas and/or distribution hubs. The

execution of RSOI functions require close coordination with supported commanders, the TSC, joint partners, and the HN.

2-109. Other TTOE functions include:

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

2-110. At some point along the deployment-employment-sustainment continuum the TTOE may be attached to the ESC to facilitate theater-level movements in accordance with the TSC movement program and support ongoing deployment/redeployment operations.

COMBAT SUSTAINMENT SUPPORT BATTALION

2-111. The CSSB is the building block upon which TSC sustainment capabilities are developed. The CSSB is tailored to meet specific mission requirements. Attached capabilities, drawn from the force pool, may include transportation, maintenance, ammunition, supply, mortuary affairs, airdrop, field services, water, and petroleum. Selected CSSB may be organized to provide specific types of support to division aligned brigades lacking full internal logistics capabilities.

2-112. Employed on an area basis, the CSSB plans, coordinates, synchronizes, monitors, and controls sustainment operations (less health service support) within a specified AO; supporting units in or passing through its geographic area.

2-113. Support relationships designated by OPORD will normally be used to specify the details of the support to supported relationship, including the designating priorities of support. The CSSB and its attached units will normally have a general support relationship with supported organizations. In certain circumstances, a CSSB could be aligned to provide direct support to a corps or division in an area of operations. Sustainment operations would be coordinated through the G4 to receive operational or strategic level support from higher echelon elements.

MOTOR TRANSPORTATION BATTALION

2-114. Motor transportation battalions are assigned to the TSC and are normally attached to sustainment brigades conducting theater distribution missions. A motor transportation battalion's core capabilities include motor transport operations and terminal operations (less seaport). It mission command's three to seven motor transport or cargo transfer companies.

2-115. The motor transportation battalion staff translates mission orders from the sustainment brigade into specific requirements; operationally controlling the operation of truck terminals, trailer transfer points, and trailer relay operations within its assigned AO.

TRANSPORTATION TERMINAL BATTALION

2-116. Transportation terminal battalions are assigned to the TSC and are normally attached to sustainment brigades. A transportation terminal battalion's core capabilities include terminal and inland waterway operations. Terminal operations include truck, rail, air, and marine terminals.

2-117. A transportation terminal battalion mission command's three to seven transportation terminal operations or watercraft companies. The transportation terminal battalion staff translates mission orders from the sustainment brigade into specific requirements; enabling the effective and efficient flow of materiel and personnel into and out of the theater.

ORDNANCE BATTALION (AMMUNITION)

2-118. Ordnance battalions (ammunition) are assigned to the TSC and are normally attached to sustainment brigades. An ordnance battalion is typically employed to provide mission command of modular ammunition units operating theater storage areas at the operational level; providing technical supervision of subordinate unit ammunition operations, except for inventory management functions performed by the TSC SPO DMC Munitions Branch.

2-119. Subordinate ammunition units receive munitions from the national level; maintain theater stocks; conduct operational-level reconfiguration; and distribute munitions to forward storage areas located throughout the theater.

FINANCIAL MANAGEMENT CENTER

2-120. The financial management center (FMC) functions as a staff element of the TSC and asserts technical coordination over all Army financial management companies and detachments in theater. The FMC Director, in coordination with the TSC G-8 or Support Operations, is the principal advisor to the ASCC commander and ASCC G-8 on all aspects of financial management operations. The FMC provides technical oversight of all Army financial management operations in the theater to include negotiations with HN banking facilities, advising unit commanders on the use of local currency, and coordination with national providers (US Treasury, Defense Finance and Accounting Service [DFAS], Assistant Secretary of the Army for Financial Management and Comptroller and United States Army Finance Command [USAFINCOM]) to establish financial management support requirements. The FMC sustains Army, joint and multinational operations by providing timely contractual and procurement payments and a theater disbursing capability. FMC functions include:

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

- Coordinating the installation of software and hardware updates to the financial management tactical platform.
- Ensuring system integrity against computer viruses by enforcing appropriate system security measures.

HUMAN RESOURCES SUSTAINMENT CENTER

2-121. The human resources sustainment center (HRSC) functions as a staff element of the TSC. The HRSC provides theater-level support to the ASCC G-1 and enables the TSC Commander to plan, integrate and execute HR support to the theater. The TSC is the key linkage between the ASCC G-1 who provides the policy, direction, and guidance for HR support to the theater and the HRSC, which executes the HR support mission for postal, casualty, reception, replacement, return to duty, redeployment, rest & recuperation and personnel accounting and strength reporting. The HRSC has a defined role to ensure that the theater HR support plan is developed and then supported with available resources within the TSC. The HRSC is the technical link to HR organizations which execute postal, reception, replacement, redeployment, return to duty rest & recuperation, casualty operations, and personnel accountability support functions.

2-122. The HRSC is a multifunctional, modular organization that integrates and ensures execution of HR support throughout the theater as defined by the policies and priorities established by the ASCC G-1 in postal, casualty, reception, replacement, redeployment, return to duty rest & recuperation, and personnel accounting and strength reporting core competencies. The HRSC provides planning and operations technical support to the TSC DMC. The HRSC provides technical guidance to the HR operations branch in sustainment brigades and ESCs, and HR companies and teams. The HRSC's flexible, modular and scalable design increases the HRSC director's ability to recommend HR support based upon the number of units and Soldiers supported and METT-TC. The HRSC's ability to directly coordinate needed sustainment resources with the TSC DMC to support postal and reception, replacement, redeployment, rest & recuperation operations is critical to mission success.

2-123. The HRSC provides technical guidance and ensures execution of the personnel accounting, postal, R5, and casualty core competencies performed by HR (Standard Requirements Code 12) elements, including theater gateway teams, military mail terminal, HR Companies, platoons, teams and the HR operations branches in the sustainment brigades and ESCs. The HRSC provides operational planning, and current and future operations management. It coordinates support for the TSC and ASCC G-1, ensures connectivity and resource support for postal, reception, replacement, return to duty, redeployment, rest & recuperation and casualty units; integrates personnel data when necessary, and participates in the TSC distribution management process. HRSC responsibilities include:

- Providing timely, accurate, relevant and reconciled information to the ASCC G-1 that enables the decision making process.
- Planning, coordinating, integrating and executing HR support as defined by the ASCC commander and TSC commander (especially in the core competencies of personnel accounting, postal, reception, replacement, redeployment, return to duty, rest & recuperation, and casualty operations).
- Providing technical guidance and support to subordinate HR branches, HR Companies and their subordinate platoons, and in some areas, supported G-1 and S-1 sections.
- Executing personnel accountability, data access/reporting/analysis, casualty operations, postal and reception, replacement, redeployment, rest & recuperation operations executed by Standard Requirements Code 12 organizations in accordance with ASCC G-1 policy.
- Establishing the deployed theater casualty assistance center linked to the casualty and mortuary affairs operations center at Human Resources Command.
- Establishing the infrastructure supporting the theater deployed personnel database, currently supported by the deployed theater accountability system. Operates and maintains the deployed theater accountability system database.

- Establishing linkages to continental United States (CONUS)-based postal national-level agencies such as the Military Postal Service Agency and the Joint Military Postal Activity (New York, San Francisco).
- Providing policy recommendations, through the TSC to the ASCC G-1, for inclusion in the Department of the Army (DA) G-1 personnel policy guidance which is routinely updated to reflect requirements for deployed forces.

SECTION VIII – ATTACHMENTS

2-124. The term “Attachments” as used in the Section VIII heading does not reflect a specified command relationship. The organizations described below reflect capabilities that may be provided to the TSC based upon support agreements with strategic providers and/or METT-TC considerations within the theater or JOA. Appropriate command relationships are attached OPCON, or tactical control (TACON).

MEDICAL LOGISTICS MANAGEMENT CENTER SUPPORT TEAM

2-125. A medical logistics management center (MLMC), a subordinate unit of the MEDCOM (DS), provides for the centralized management of medical materiel and maintenance throughout a theater. The MLMC is capable of deploying forward support teams while maintaining base operations within CONUS. MLMC support teams provide centralized management of medical materiel, primary medical items, medical maintenance, and coordination of the distribution of Class VIII materiel throughout a theater, theater of operations, or JOA

2-126. MLMC support teams have the capability to deploy an early entry element to support theater opening operations. In most scenarios, the early entry element will deploy and establish initial operations. As the theater base expands, a follow-on element deploys and the two elements merge to form a single MLMC support team that is collocated with the TSC.

2-127. The MLMC has two forward support teams. One team is deployed per theater and collocates with the TSC in order to facilitate the integrated and synchronized flow of Class VIII materiel throughout the theater, theater of operations, or JOA. The MLMC support team accomplishes this by:

- Executing liaison functions between forward deployed medical units and CONUS-based strategic assets.
- Coordinating distribution of Class VIII materiel with TSC support operations.
- Developing and executing medical maintenance programs.
- Performing centralized management functions for critical medical items.
- Providing technical expertise in resolving medical maintenance problems within the theater.

2-128. When the Army is designated, by the GCC, as the single integrated medical logistics manager for joint operations, the MLMC support team will execute the information management and distribution management portion of the single integrated medical logistics manager mission.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

2-129. The Sustainment Brigade (Special Operations) (Airborne), SB (SO) (A), when deployed acts as the single logistics command element for a special operations task force (SOTF) or when necessary a special operations joint task force (SOJTF). The SB (SO) (A) plans, integrates, and coordinates Army common and special operations forces (SOF) peculiar logistics to sustain SOF. The brigade is designed to serve as an early entry element to provide mission command of one to three CSSBs. The brigade monitors and updates the COP; synchronizes and manages sustainment and distribution operations; determines and anticipates sustainment requirements; plans, coordinates, and synchronizes both current and future sustainment operations for deployed SOF units. The brigade integrates ARSOF support requirements into the ASCC support plan and ensures a timely response to ARSOF logistics requirements. It can operate as a standalone SOF logistics command post or as a lateral staff agency that coordinates with a TSC and can provide continuous, 24-hour operations for all SOF sustainment requirements.

2-130. If deployed, the SB (SO) (A) is intended to remain an interim capability and any one of the following triggers would cause a transfer of the mission command capabilities to a conventional Army mission command capability: mission command of more than three CSSBs; geographical dispersion beyond the capability of the SB (SO) (A); operations longer than six months in duration or until a theater logistics infrastructure is developed. After being relieved in place, the brigade would then employ an ARSOF support cell embedded with a conventional sustainment brigade, the ESC, or the TSC, to coordinate, monitor, and synchronize logistics support for SOTF/SOJTF operations, other ARSOF operations, and for multinational SOF where the Army is the lead Service for logistics.

2-131. The brigade has the capability to provide technical supervision, utilizing its ARSOF liaison element and ARSOF support cell, to assist the ASCC/TSC and theater special operations command in the planning and execution of logistics and HSS/FHP supporting SOF requirements.

Note. The SB (SO) (A)'s ARSOF liaison element, a multifunctional logistics element, is the logistics planning and coordination link between the ASCC, TSC, theater special operations command, SB (SO) (A), and the ARSOF command structure. ARSOF liaison elements are assigned to United States Army Special Operations Command SB (SO) (A), but habitually attached to both the theater special operations command and ASCC to coordinate logistical support provided by the ASCC to deployed SOF.

ARSOF SUPPORT CELL

2-132. The ARSOF support cell is a task organized deployable team comprised of multi-functional logisticians from within the SB (SO) (A) operations division. Its mission is to coordinate, monitor, and synchronize logistics support for the SOTF/SOJTF operations, other ARSOF operations, and for joint/combined SOF where the Army is the lead Service for logistics.

2-133. To facilitate this support, an ARSOF support cell can be employed in the following four scenarios: to reinforce the group support battalion of special forces groups acting as a SOTF/SOJTF by providing mission command of theater opening/theater distribution modules in an austere theater; to serve as the initial command post for a deployed SB (SO) (A) or, with augmentation from the SB (SO) (A), to serve as an interim sustainment mission command capability in support of an ARSOF-led JTF until a theater logistics infrastructure can be developed; to coordinate and monitor Army common and SOF-peculiar sustainment and HSS/FHP in support of ARSOF by collocating with deployed ESCs and TSCs. When not deployed, the ARSOF support cell personnel man the home station operations center and provide reach-back support to the ARSOF liaison element.

SECTION IX – SUMMARY

2-134. The mission of the TSC is to plan, prepare, rapidly deploy forces, and execute operational-level logistics within an assigned AOR. It has three operational responsibilities to forces in theater. They are theater opening, theater distribution, and sustainment.

2-135. The TSC may determine the need to execute its mission through the use of a modular force such as an expeditionary sustainment command. Modular sustainment commands are the building blocks of the force structure designed to execute the TSC mission within the theater.

2-136. A number of sustainment units may become under the operational control of the TSC or ESC in order to accomplish the theater sustainment mission. Through staff coordination, and mission command, these units execute theater sustainment to ensure successful unified land operations.

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Chapter 3

Support Operations

Throughout unified land operations the TSC and other Army forces operate as part of a joint force and often within a multinational environment. Chapter 3 describes how the TSC sustains operations that leverage joint and sustaining base capabilities to provide efficient, effective support throughout the area of responsibility (AOR). Primary TSC operational-level focus areas include: distribution management, materiel management, movement control, financial management, and human resources. Section I provides an overview of the Army Service component command (ASCC)/TSC command relationship as well as a description of the theater construct. Section II discusses support to joint and multi-national operations. Section III describes the TSCs role in conducting reception, staging, onward movement, and integration (RSOI). Section IV describes the TSC's responsibility of theater distribution through established distribution management capabilities, functions and retrograde. Section V describes movement control. Section VI describes materiel management responsibilities, functions and retrograde. Section VII describes the provision of sustainment. Section VIII discusses Army special operations forces (ARSOF) support. Section IX discusses the TSC role in providing common-user logistics support to the joint force. Section X discusses theater closing, and section XI gives an overview of the TSCs role in joint logistics over the shore operations. Other TSC operational-level focus areas - not discussed in this chapter - include positioning of facilities and reconstitution.

SECTION I – OVERVIEW

3-1. Army forces within an AOR are supported by the ASCC's theater sustainment command. The ASCC normally retains mission command of TSC assets in order to effectively and efficiently integrate and synchronize operations across the entire AOR. There are situations, however, in which TSC assets may be under the tactical control (TACON) or operational control (OPCON) of a supported Army forces.

3-2. Actions within an AOR may span the entire range of military operations. When armed conflict does occur, it may involve only a portion of the AOR. In situations such as this, the geographic combatant commander (GCC) may designate the region in conflict as a theater of war and/or theater of operations. When a theater of operations, or subsequent area of operations (AO), is established within a theater, the ASCC commander establishes support priorities in accordance with ARFOR requirements to achieve GCC objectives. A support relationship is established between the ARFOR and the TSC which permits the TSC to employ theater-wide resources to provide timely, responsive support to the ARFOR.

3-3. The TSC support structure is based upon detailed mission analysis and other METT-TC considerations. Required capabilities may vary based upon the situation or by phase of the operation. Modular unit designs provide the means to effectively build required capabilities as operational requirements change. Additionally, TSC planners consider the use of host nation support (HNS), contracted support, and support from other Services as alternatives to adding force structure to the TSC. The structure in figure 3-1 represents a notional TSC support structure.

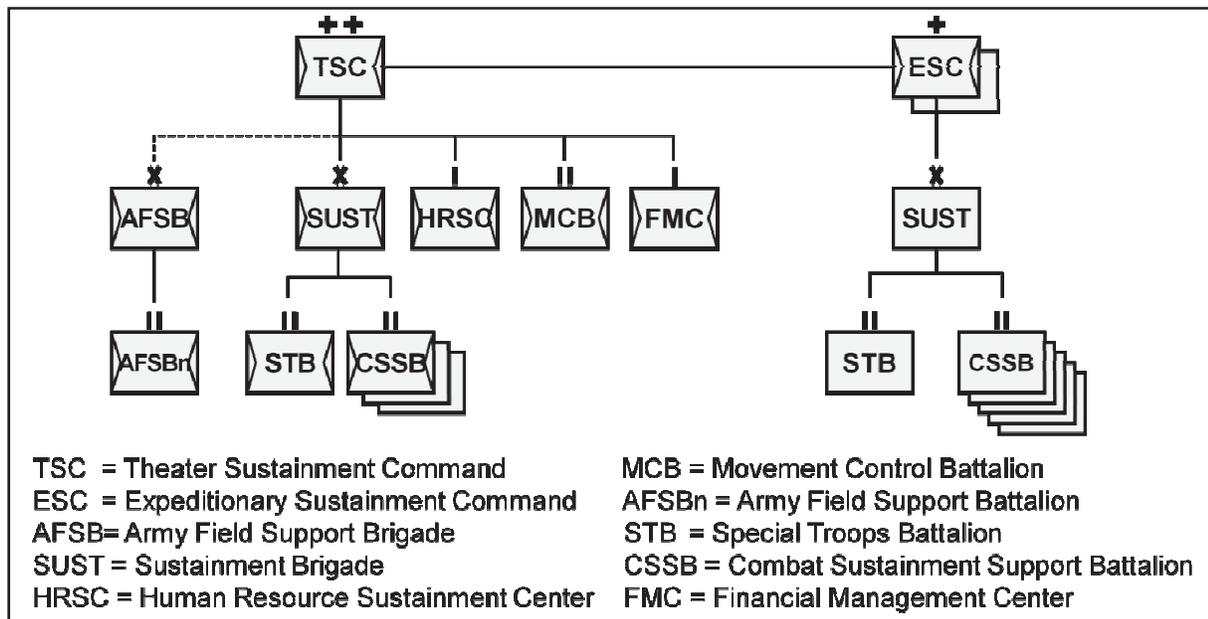


Figure 3-1. Notional theater sustainment command structure

3-4. A TSC may be required to simultaneously synchronize and integrate deployment and sustainment operations across an AOR that contains multiple theaters of operations (see figure 4-2). In situations such as this, the TSC may employ multiple expeditionary sustainment commands (ESC) to provide responsive support to Army forces.

3-5. The TSC staff's primary role in the mission command process is the development of plans and mission orders. Effective parallel and collaborative planning produces plans and mission orders that:

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

3-6. Mission command requires a common understanding of the situation; achieving this ensures seamless strategic to operational sustainment. Situational understanding is accomplished through collaboration and coordination with Army and joint partners at the strategic, operational, and tactical levels. The TSC commander and staff must be cognizant of the logistics situation throughout the AOR. Disciplined logistics status reporting using all logistics information systems and mission command systems available help to achieve situational understanding and a logistics COP.

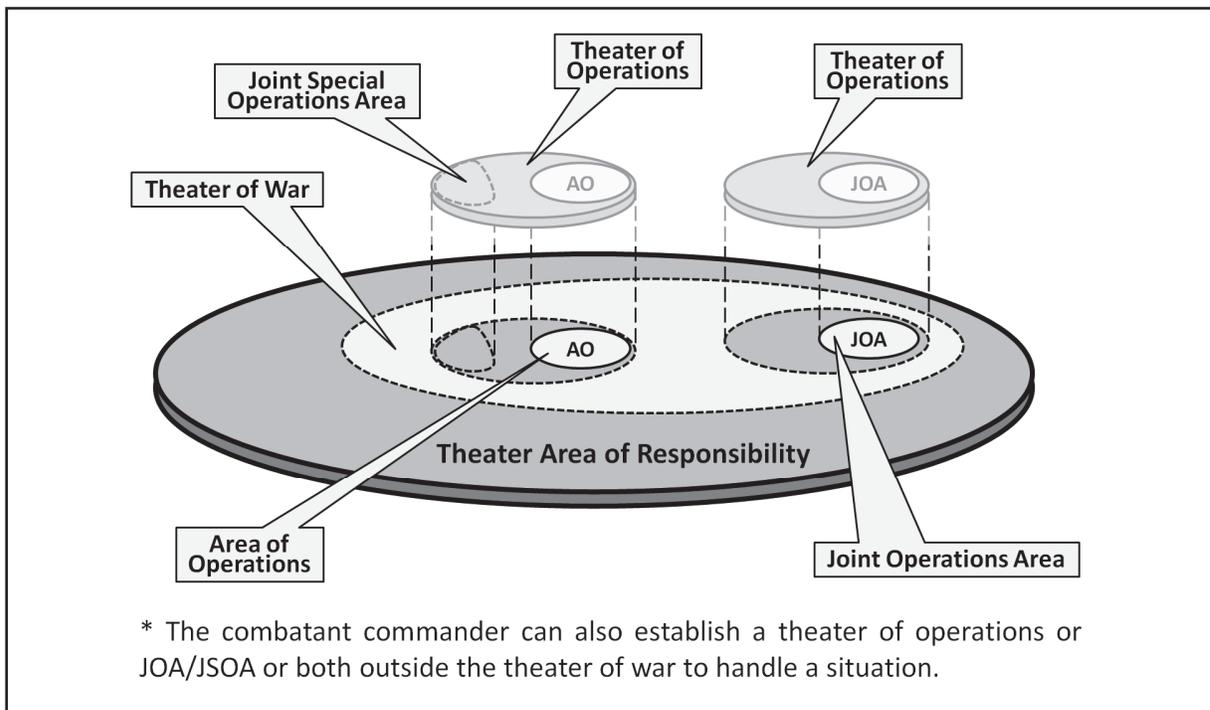


Figure 3-2. Notional theater construct

3-7. A key factor in maintaining operational awareness and enabling unity of effort is TSC participation in GCC and subordinate joint force commander (JFC)-level boards, bureaus, centers, cells and working groups. Established on an as required basis, boards and centers set policies and priorities, provide for improved synchronization and integration, and enable the effective flow of resources in support of operational objectives.

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

3-8. Although all TSC staff sections play an important role in supporting mission requirements, it is the support operations (SPO) section (see figure 4-3) that is the TSC center of gravity. It is within the support operations section that materiel and distribution management occurs that enables synchronized and integrated operational-level sustainment support throughout the AOR.

3-9. The support operations section, and in particular the distribution management center (DMC), is augmented as required by METT-TC or in accordance with support agreements in order to synchronize requirements and employ constrained resources more effectively and efficiently. The TSC SPO serves as the focal point for coordination on all matters pertaining to sustainment for:

- Supported units and major commands.
- Other Services or multinational partner forces.
- Other Army major commands (to include specialized commands).
- Strategic-level organizations providing support in the theater.
- Joint boards, centers, and bureaus.

3-10. Coordination is essential for the following reasons:

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

- Considering all factors affecting the situation.

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

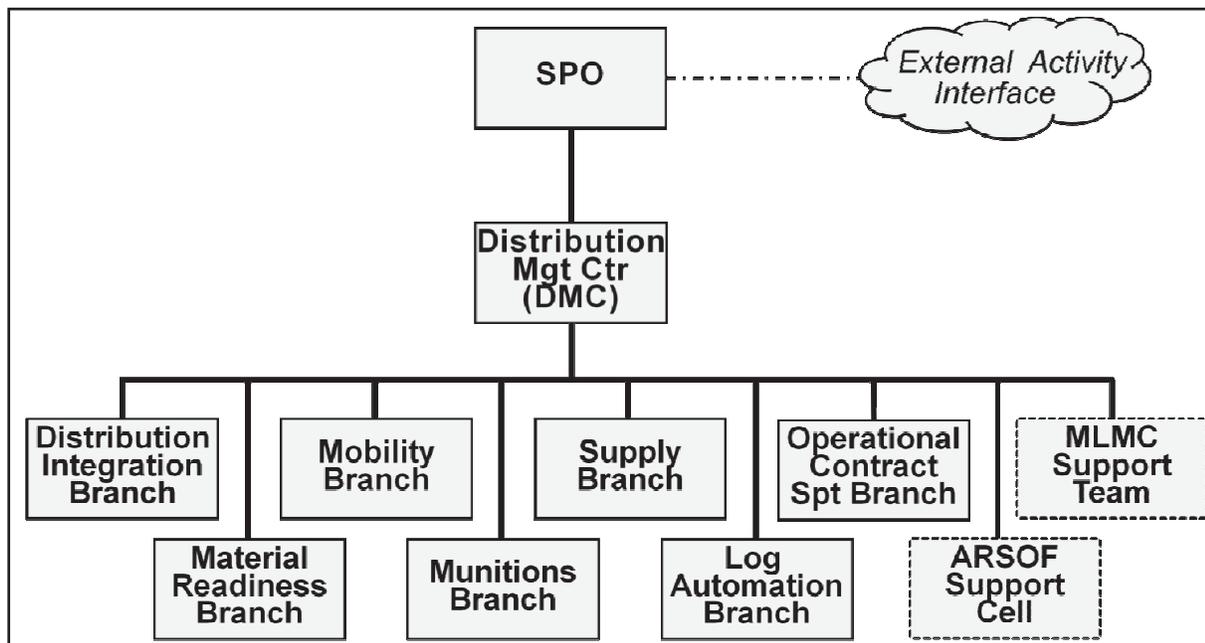


Figure 3-3. Theater sustainment command support operations section

3-11. The SPO manages the theater distribution network linking the strategic and operational levels of logistics operations. The SPO, by exercising staff supervision over the DMC, maintains visibility, capacity, and control of the distribution system. Through the coordinated efforts of its internal branches, the DMC, exercises control using current and emerging information technologies that enable the DMC to accurately monitor support from the strategic to tactical level in near real-time.

3-12. To ensure the continuous flow of support, the DMC maintains staff supervision over all materiel managers and movement controllers. Each branch has a specific function which enables the enterprise distribution network.

3-13. The distribution integration branch (DIB) coordinates and synchronizes the movement of all personnel, equipment, and supplies into and out of the AOR. To do this job effectively, the distribution integration branch relies on coordination and information exchange between the supply and the mobility branches. A complete awareness of the logistics status of subordinate and supported units enables the DMC to optimize resources and task subordinate organizations in support of on-going and future operations.

3-14. The materiel readiness branch (MRB) provides staff supervision over maintenance issues impacting force readiness. It determines requirements and manages the maintenance capabilities for supported units of the command. Within the MRB, there are various supporting sections. The ground maintenance section, electronic maintenance section, and aviation maintenance section conduct theater maintenance trend analysis, and identifies equipment maintenance issues. The MRB will then coordinate resolution with appropriate elements of the TSC, ASCC, and Army Materiel Command (AMC).

3-15. The mobility branch, comprised of an air, land, and sea section, provide staff supervision of all allocated transportation assets and coordinates directly with the movement control battalion (MCB) assigned to either the TSC or ESC. The MCB coordinates all movement in the theater. The mobility branch also coordinates with joint and strategic partners (i.e. Joint deployment distribution operations center [JDDOC] and the Military Surface Deployment and Distribution Command [SDDC]) in order to

synchronize intertheater and intratheater deployment and distribution efforts; and optimize intratheater distribution by employing all transportation modes available in theater.

3-16. The munitions branch provides staff supervision and visibility of conventional ammunition. It determines munitions requirements, manages supply capability and conducts materiel management for supported units of the command.

3-17. The supply branch provides staff supervision over all supply operations except Class V and Class VIII. It performs materiel management of supply (subsistence, general supplies, construction material, and repair parts) for a designated area of responsibility.

3-18. The log automation branch establishes the logistics automation plan, policies, operational functions, system readiness, and maintenance support for logistics automations systems and networks in support of subordinate units. It maintains regional servers for logistic information systems and provides log automation support to subordinate and supported units.

SECTION II – SUPPORT TO JOINT AND MULTINATIONAL OPERATIONS

LEAD SERVICE RESPONSIBILITIES

3-19. The GCC assigns lead Service common-user logistics (CUL) responsibilities, normally through the mid range planning process, in order to achieve efficiencies and eliminate redundancies. The GCC usually assigns lead Service responsibilities to the dominant user and/or most capable Service for a particular common supply item or service. In many cases, the lead Service for CUL and other support within a joint or multinational Force is an Army responsibility. If the GCC assigns the ASCC to perform these lead sustainment functions, the TSC SPO will become responsible for managing them within a joint and multinational operational framework. These lead Service support functions may include:

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

3-20. The TSC executes many of the Army's support responsibilities to other Services. The TSC assists the ASCC assistant chief of staff, logistics sections, planners in identifying all lead Service support requirements (to include joint, multinational, and interagency requirements) so that scarce resources can be distributed throughout the force. The TSC synchronizes those support responsibilities falling to other Army theater-level commands with applicable portions of the distribution plan.

MULTINATIONAL SUPPORT

3-21. First, and foremost, logistics support is a national responsibility. However, to require each nation to perform all logistics functions separately would be inefficient, expensive, and hinder the multinational force commander's (MNFC) ability to influence operations. Accordingly, the US is a member of various alliances and multinational forums that have developed doctrine and procedures, such as implementing agreements and international standardization agreements for combined efforts to support multinational logistics operations. When participating in multinational operations, US forces will conform to previously approved international agreements.

3-22. When the military operation requires the involvement of nations that are not members of a formal alliance or multinational forums, logistics planners must be involved in the initial planning to help define the terms for coalition support. The importance of commencing this planning process as soon as possible cannot be overstated.

3-23. For multinational operations to be successful, the MNFC must be given sufficient authority over logistics resources to ensure that operational priorities can be effectively supported. The degree of authority the MNFC has will depend upon existing agreements and ad hoc arrangements negotiated with participating nations based on the operational environment and/or as specified in the operations plan.

3-24. The main logistics tasks of the MNFC are to develop the overall logistics concept for the operation, including concepts for specific logistics functions; and to manage common logistics support of the multinational force (MNF) within the scope of authorities granted by nations.

3-25. For relatively small MNF operations, MNFCs typically form multinational deployment and sustainment staff sections to facilitate coordination and support multinational operations. In the case of larger, more complex MNF operations requiring more coordination and common support, the MNFC may establish a multinational joint logistics center (MJLC) and/or multinational integrated logistics unit to plan and coordinate MNF logistics activities. Essential planning considerations include:

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

3-26. The MJLC may consist of various functional coordination centers that provide centralized coordination of common support services, such as movement control, contracting, host nation support, and the provision of bulk fuel and rations. In addition to functional coordination tasks, the MJLC may be assigned the responsibility for coordinating the efforts of logistics units provided by nations to serve at the theater/operational-level for common support of the entire MNF.

3-27. In the case of US-led multinational operations, the JFC may opt to expand upon the tools available for managing joint logistics operations and adapt them to the multinational environment. Options include: using a predominant Service organization as the nucleus operational logistics activity to manage common requirements; or using the lead Service to provide CUL support to multinational forces. Regardless of the approach used, MNF augmentation is required to support multinational logistics activities.

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

3-28. Although logistics is a national responsibility, varying degrees of CUL support in multinational operations can be expected in order to achieve economy of effort and avoid duplication. Just as for US Services, allies and multinational partners can delineate responsibilities among themselves based on theater requirements and the ability of each country to provide materiel and services. Unity of effort among multinational partners is essential. Selected CUL support, to include limited multinational cooperation, is possible for some logistics functions, such as providing bulk fuel, water, class I, movement and movement control, port arrangements/operations, contingency contracting, engineering, and sharing of facilities such as distribution and warehousing, and organizational options based on METT-TC and force command structure.

3-29. In operations where the US is a significant contributing nation, the combatant command may designate the US force as the lead nation for selected CUL support to the entire multinational force and/or as the role specialist nation for a specific common item. A role specialist nation is a nation that has agreed to assume responsibility for providing a particular class of supply or service for all or part of a multinational force. Routinely, the Army component of the US force conducts these CUL-related missions. In which case, the TSC will play a major role in providing CUL support to multinational forces.

Note. Currently, defense reutilization and marketing service is prohibited from providing disposal support, including hazardous waste disposal support, to other nations.

3-30. Supporting multinational operations is a major challenge. Potential problem areas include language, cultural differences, differences in doctrine, terminology and definitions, methods for computing requirements, mobility, interoperability, infrastructure, competition among Services and alliance and/or multinational members for common support, environmental considerations, and national resource limitations. In addition, multinational support is subject to US fiscal constraints. An accounting system may be required to ensure the appropriate nation or international agency is properly billed for the logistics it receives. The TSC must recognize these potential problem areas, harmonize them when realistically possible, and account for them during planning and execution.

3-31. The relationship between the TSC and the MNF is supporting to supported. In general, the MNFC identifies his support requirements in terms of priority, location, timing, and duration. The TSC commander determines the forces, methods, and procedures to be employed in providing the support. If the TSC commander, subject to his existing capabilities and other assigned tasks, cannot fulfill the MNFC's requirements, then the establishing commander, as established by formal or implementing agreements, is responsible for determining a solution – i.e. a change in overall priorities or allocation of resources.

3-32. This command relationship provides the TSC with the control it requires to effectively and efficiently operate the intratheater segment of the distribution system while simultaneously providing responsive support to Army, joint, and multinational forces.

3-33. Parallel and collaborative planning between TSC and the MJLC is essential to providing responsive and flexible CUL support to multinational forces. It is also an imperative for maintaining the intratheater segment of the distribution system in balance; and the effective allocation and utilization of constrained CUL resources.

3-34. Many of the same mechanisms that work with joint operations will work in multinational operations; however, one aspect that requires special attention in multinational operations is contractor support. Each nation, and each Service representing each nation, can obtain contracted support. The TSC planners must work with their multinational counterparts to plan for the sharing of theater support and HN contracts to minimize competition for contracted support; and to ensure that contracted support is reasonably available to all participants.

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

3-35. Within the theater, the GCC is the focal point for planning and implementing regional military strategies that require IGO, NGO, and international agency coordination.

3-36. Normally, the GCC will form a civil-military operations center to facilitate coordination with other agencies, organizations, and the HN. Achieving unity of effort is essential to mission success and mitigating human suffering. Key civil-military operations center tasks include:

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

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

SECTION III – CONDUCT RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION OPERATIONS

3-37. RSOI is a set of complex processes involving the GCC and his Service component commands, and strategic and joint partners such as USTRANSCOM. In order to conduct efficient and effective RSOI operations, a seamless strategic-to-theater interface is required.

3-38. Balance is central to the relationship between deployment and theater distribution. To achieve balance, the flow of units, equipment, and materiel in the intertheater and intratheater systems must be regulated to allow for a continuous and controlled flow of units, equipment, and materiel. To accomplish this, the supported GCC maintains overall responsibility for planning RSOI operations. Responsibility for execution, however, may be assigned to a joint headquarters or Service component command. In either case, the ASCC is heavily involved in RSOI operations due to dominant user and Army executive agency responsibilities.

3-39. The TSC enables efficient and effective RSOI by building a theater infrastructure from a combination of existing and deployable assets capable of supporting the deployment process and rapid force generation. It relies upon subordinate sustainment brigades, augmented by theater opening elements, to conduct port of debarkation support operations; provide life support; and execute theater distribution operations. Army health support is provided by the MEDCOM (DS). Under certain METT-TC conditions, the TSC may also employ one or more ESCs to provide a forward-based mission command presence that provides oversight of RSOI/or theater distribution operations.

3-40. Within the TSC, the SPO provides staff oversight of TSC RSOI efforts; coordinating and synchronizing reception, staging, and onward movement activities with subordinate commands and strategic/joint headquarters to maintain a balanced flow of supplies, personnel, equipment, and units consistent with strategic lift capabilities and ASCC/GCC priorities.

3-41. Collaborative planning and coordination between the TSC and strategic/joint headquarters is especially critical to the TSC's ability to synchronize and integrate intratheater deployment and distribution operations. This planning and coordination effort provides the TSC with the means to successfully:

- Monitor airlift and sealift flow.
- Provide movement control of arriving supplies, personnel, equipment, and units.

- Establish theater-wide capabilities required to meet anticipated transportation and throughput capacities.
- Provide life support.
- Establish effective liaison among the Service components and strategic providers.
- Identify HNS requirements.
- See JP 3-35 and FM 3-35 for additional information concerning RSOI operations.

SECTION IV – PROVIDE THEATER DISTRIBUTION

3-42. Theater distribution is enabled by a distribution management system. The Army distribution system is designed to optimize available infrastructure, reduce response time, maximize throughput, and support time-definite delivery. Effective distribution management synchronizes and optimizes the various sub-elements of the distribution system. Methods may include: maximizing containerization, increasing standardized transportation and materiel handling equipment, integrating aerial re-supply as a routine method of delivery, synchronizing and integrating retrograde operations across all available transportation modes, reducing storage, reducing transportation mode transfer handling requirements, and increasing ITV in an AO/joint operations area (JOA).

TSC/ESC DISTRIBUTION MANAGEMENT ROLES

3-43. The TSC is the distribution manager of the intratheater segment of the global distribution system. The TSC's primary role in distribution management is a seamless flow of supplies, personnel, and equipment throughout the intratheater segment of the distribution system; delivering the right quantity, at the right time, and in the right location. In part, the TSC accomplishes this through close coordination with the JDDOC and supported J-4/G-4s. It is also accomplished, in part, through the effective use of ITV to monitor distribution flow. It executes distribution operations in accordance with priorities identified by the ASCC G-4. If an ESC is deployed, it performs the role of distribution manager for its specified theater of operations, AO or JOA. The ESC and sustainment brigades monitor, track, and execute distribution operations in accordance with TSC guidance.

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

3-44. Under certain METT-TC conditions, an ESC may also have support relationships with other ESCs or sustainment brigades supporting other specified AOs/JOAs.

3-45. As the theater distribution manager, the TSC maintains a theater-wide focus; participating in and coordinating with applicable joint logistics boards, centers, bureaus responsible for resolving issues concerning competing priorities and the allocation of constrained resources.

3-46. TSC distribution managers conduct parallel and collaborative planning with supporting and supported commands in order to facilitate the effective execution of distribution operations in accordance with ASCC priorities and supported commander requirements.

3-47. The ESC performs the same function both from and within its specified area of operations; coordinating with the TSC and supported J-4/G-4 in order to update its time definite delivery schedules and distribution priorities. It also collects and analyzes ITV distribution information to monitor the distribution flow inside the theater of operation/JOA.

3-48. TSC and ESC DMCs synchronize operations within the distribution system to maximize throughput and follow-on sustainment. They manage all facets of transportation including the effective use of air, land, and sea transportation assets. DMCs maintain connectivity with supporting and supported headquarters and use all possible measures to establish and maintain a COP.

3-49. TSC and ESC roles in physical distribution include maintaining visibility of theater distribution assets within the distribution network. The TSC and ESC can direct cross-leveling of distribution resources to meet requirements and/or optimize the distribution flow.

3-50. The TSC will have situational awareness on convoy operations, and will coordinate with the supporting maneuver enhancement brigade, joint security coordination center, or other Army forces to select convoy routes. When developing the ground distribution system, the DMC should account for identifying, evaluating, and comparing factors which tend to facilitate convoy movement and control such as movement restrictions, route classification, traffic flow, choke points, and rest halts. Implicit in this task, is the requirement to develop a thorough understanding of the current enemy situation along the route to include the identification of danger areas and potential ambush sites. Depending on the level of threat, the TSC or ESC should work with supporting maneuver enhancement brigade or local terrain manager to provide convoy escorts or establishing a movement corridor that provides for coordinated responses to Level I and Level II threats.

3-51. As required, the TSC DMC may establish distribution management boards or sit in on a joint transportation board to ensure distribution management processes are linked with theater-level processes/boards. The TSC DMC examines current operations to ensure success in achieving the effects the combatant commander desires on the battlefield.

3-52. TSC distribution managers:

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

3-53. For additional information on army theater distribution see ATTP 4-0.1.

SECTION V – PROVIDE MOVEMENT CONTROL

3-54. The TSC provides mission command for operational-level movement control and multimodal operations in the theater. It is responsible for developing plans, policies, and programs that support the efficient use of Army transportation assets and the efficient flow of supplies, personnel, equipment, and units throughout the intratheater distribution system. The TSC accomplishes this, in part, through effective coordination with the JDDOC to maintain operational awareness of the global distribution system and joint requirements for common user land transportation assets.

3-55. The TSC manages intratheater movements through its subordinate MCB(s); implementing priorities established by the ASCC in support of the GCC concept of operations. Critical TSC tasks include:

- Balancing existing transportation capabilities of the distribution system with the day-to-day and projected operational requirements.
- Preparing estimates, plans, policies, and procedures for movement control, mode operations, and terminal operations.
- Managing transportation flow capacity by maintaining visibility of resources that are being transshipped at transshipping nodes.
- Coordinating the movement of major units.
- Developing policies and procedures to control, regulate, and expedite the movement of intermodal assets (i.e. leased containers, flatracks, and 463L pallets) within the theater.

- Maintaining liaison with JDDOC, JTF-PO, and HN transportation agencies, mode operators, and supported units.
- Protecting movement control assets.

3-56. In order to more efficiently control movements within the theater, the TSC may decide to divide the theater into transportation movement regions. This approach permits centralized control by the TSC and decentralized execution of movement control functions by subordinate MCBs.

3-57. In addition to facilitating the synchronized flow of units, supplies, equipment, and materiel along main and alternate supply routes, the MCB, through its subordinate movement control teams, performs movement control functions at APODs, SPODs, distribution hubs, and other critical nodes to expedite port clearance and provide for the uninterrupted flow of resources and capabilities in support of Army requirements.

3-58. Operating in accordance with GCC plans and policies, the MCB is responsible for managing the use of trailers, containers, air pallets, and flatracks located throughout the intratheater distribution system. Included in this responsibility is the requirement to coordinate with users to expedite return of these assets to the distribution system based upon GCC priorities.

3-59. Inter-modal operations are critically affected by the manner in which container management policies are enforced and container management is subsequently executed. Therefore, it is vital to TSC distribution operations that visibility and control of containers be maintained IAW GCC policies. Adherence to GCC policies will ensure adequate numbers of containers are available to support intratheater distribution system requirements.

SECTION VI – PROVIDE MATERIEL MANAGEMENT

3-60. The TSC provides the ASCC with a centralized materiel management capability that provides increased efficiencies and effectiveness by reducing redundant materiel management layers, centralizing materiel management functions, and employing a theater-wide view of resources. The result of which is responsive support to Army requirements and reduced customer wait time.

3-61. The TSC performs materiel management for all classes of supplies [less medical – CL VIII materiel management is provided by the MEDCOM (DS)] and maintenance management for those activities for which the TSC has control and responsibility. TSC personnel perform the day-to-day planning for operations; providing the theater interface between strategic and operational-level support. TSC materiel management responsibilities include managing, cataloging, requirements planning, requirements validation and prioritization for procurement, distribution, redistribution of excess, and retrograde of materiel. The TSC performs these functions within the parameters of policies, plans, priorities, and allocations developed in coordination with the ASCC G-4.

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

3-62. Army materiel managers are undergoing a fundamental logistics information system streamline process, and in the interim, will recognize materiel management structures designed for our modular units, and structures designed for the Global Combat Support System-Army (GCSS-A). Materiel Management at the Sustainment Brigade is considered Level I management. Materiel Management at the Expeditionary Support Command and Theater Support Command are considered Level II & III respectively. The following levels encompass:

- Level I: Sustainment Brigade materiel management has a highly interactive direct management role in GCSS-A as well as a supply support activity and unit level quality surveillance and oversight role.
- Level II: The ESC or equivalent at this level of materiel management has less of an interactive direct management role in GCSS-A, and more of a quality surveillance and oversight role over Level I materiel managers.

- Level III: The TSC, ASC, National Guard Materiel Management Center, or equivalent at this level of materiel management has more of a quality surveillance and oversight role over both Level I and II materiel managers.

3-63. In accordance with ASCC support priorities, the TSC provides direction for receiving, storing, and issuing theater stocks. When the required stocks are not available or stock replenishment is required, the TSC passes requirements to the appropriate CONUS national inventory control point. For requirements being considered for local procurement, the TSC validates the requirement prior to forwarding it to the local procuring activity.

3-64. Requisitions flow from the requesting unit directly to systems controlled by TSC materiel managers in accordance with standard operating procedures. The corps/theater automatic data processing service center (CTASC) then directs a sustainment brigade to fill the requirement based upon that brigade's ability to support the requirement or passes the requirement to the appropriate national inventory control point. This streamlined process permits the TSC to reach across TSC theater-wide resources and capabilities to satisfy Army requirements. Enabled by asset visibility, this approach not only reduces but also minimizes the level of stocks required to be stored throughout the theater.

3-65. This centralized materiel management is not exclusive. ESCs, if deployed, as well as sustainment brigades have unique roles in materiel management. Typically, ESC materiel management capabilities are focused on maintaining operational awareness of order status that enables effective distribution management within an AOR, theater of operations, or AO/JOA. In a similar manner, sustainment brigade materiel management capabilities are focused on the management of subordinate supply support activities (SSAs) that support the brigade's area support mission.

3-66. TSC materiel managers develop plans, policies, programs, and procedures involving supply activities; maintain liaison with supported and supporting units; and recommend allocation of resources and materiel management functions to support mission requirements.

3-67. Level III TSC materiel managers:

- Are AOR focused.
- Execute theater management of all classes of supply using LIS except Class VIII and Class X.
- Coordinates with national providers.
- Issues material directives to expeditionary and sustainment brigades.
- Conduct manager review file oversight, and review business workplace messaging.
- Recommend cross leveling of general and aviation repair parts.
- Establish and manage CTASC parameters.
- Assist in expediting critical commodities.
- Provide customer service regarding problems with managed commodities.
- Coordinate with the distribution integration and mobility branches for status on the distribution of commodities they manage.
- Direct the receipt, storage, and issue of theater stocks in accordance with the ASCC support priorities.
- Pass requirements to the appropriate national inventory control point.
- Validate the local procurement requirements prior to submission to the local procuring activity.
- Identify items requiring retrograde; issue directives for depot level repairable equipment.
- Track the flow of items in the retrograde system.
- Management oversight – review work at the SSA and support operations to ensure appropriate levels of effectiveness
- Excess management – monitoring of the SSA excess posture
- Overage repairable – monitor SSA to ensure repairable are being turned in within allotted timeframe
- Overdue deliveries – monitoring of SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner

- Requirements planning and review – involved running the authorized to forecast (otherwise known as demand analysis) process which generates authorized stockage list

3-68. Level II ESC material management considerations:

- Area of operations/joint operations area focused.
- As directed by the TSC, performs materiel management of specified classes of supply.
- Assists in expediting critical supplies.
- Management oversight – review work at the SSA and support operations to ensure appropriate levels of effectiveness
- Excess management – monitoring of the SSA excess posture
- Overage reparable – monitor SSA to ensure reparable are being turned in within allotted timeframe
- Overdue deliveries – monitoring of SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner
- Fill rate management – monitoring of SSA’s performance statistics to ensure appropriate supply performance and customer support
- Requirements planning and review – involved running the authorized to forecast (otherwise known as demand analysis) process which generates authorized stockage list

3-69. Level I Sustainment Brigade material management considerations:

- Area support focused.
- Monitors, advises and coordinates distribution of supplies in support of units in the area of operations.
- Executes materiel directives from the TSC.
- Manages bulk commodities and Class V.
- Release strategy management (known in standard army retail supply system as the Manager Review File)
- Management oversight – review work at the SSA and support operations to ensure appropriate levels of effectiveness
- Excess management – monitoring of the SSA excess posture
- Overage reparable – monitor SSA to ensure reparable are being turned in within allotted timeframe
- Overdue deliveries – monitoring of SSA overdue deliveries to ensure they are being resolved effectively and in a timely manner
- Fill rate management – monitoring of SSA’s performance statistics to ensure appropriate supply performance and customer support
- Requirements planning and review – involved running the authorized to forecast (otherwise known as demand analysis) process which generates an authorized stockage list

SECTION VII – PROVIDE SUSTAINMENT

SUPPLY

3-70. The mission determines sustainment requirements, and is further influenced by factors such as deployment timelines, troop density, infrastructure, geography, and theater policies. The TSC staff considers these factors as well as others when developing a concept of support to meet ASCC requirements. Inherent in this is an understanding of the supported commander’s priorities and status of available resources.

3-71. Typically, during the early stages of an operation, the TSC will prioritize replenishment of certain classes of supplies (I, IIIB, and V) to supported units based upon an analysis of the applicable supported plan, supported commander’s priorities, and planning factors. The TSC may rely upon Army pre-positioned stocks to meet initial surge requirements for sustainment. Push systems will most likely be utilized in the

early stages of an operation, and as distribution capabilities expand, a pull system, based upon anticipated/actual requirements, is implemented to achieve greater effectiveness and efficiencies.

3-72. The TSC provides all classes of supply (less Class VIII) and related services necessary to sustain Army forces in the quantities and at the time and place needed. This capability includes requesting, receiving, producing, procuring, storing, protecting, relocating, and issuing the necessary supplies and services. It also includes building the necessary stockage levels in staging areas for conducting an operation and collecting, providing, and processing ITV data.

SERVICES

3-73. The TSC is responsible for planning, resourcing, monitoring, and analyzing field services support to deployed Army forces. TSC field services operations include field laundry, showers, light textile/clothing repair, force provider, mortuary affairs, aerial delivery support, and coordination with DLA for hazardous waste removal.

3-74. Services, such as shower and laundry support, are provided on an area basis throughout the theater and may be called forward to support brigade combat team sustainment operations.

3-75. Force provider assets may be employed at major nodes within the theater to provide life support services to units flowing into or out of the theater. Force provider amenities include a dining facility, showers, laundry, and billeting.

3-76. The TSC, usually in coordination with the Joint Mortuary Affairs Office (JMAO), determines the requirement for and placement of Army theater MA assets. Requirement and placement considerations include casualty estimates from the ASCC G-3, force structure, and the mortuary affairs concept of support. During Contingency Operations, units evacuate remains through mortuary affairs collection points (MACPs), located throughout the AOR, to the theater mortuary evacuation point. The theater mortuary evacuation point is responsible for the coordination and evacuation of remains to CONUS military mortuary at Dover AFB. The Brigade Mortuary Affairs NCO or other authorized representative will utilize the Mortuary Affairs Reporting and Tracking System to track the evacuation process.

3-77. TSC planning must ensure sufficient capacity to retrograde personal effects, not only for killed in action, but also wounded in action, separations, incarcerations, and other unanticipated theater departures.

MAINTENANCE

3-78. The TSC is the fleet maintenance manager for Army forces deployed in an AOR, theater of operations, AO, or JOA. It is in this capacity that the TSC collects, analyzes, and monitors readiness data of subordinate and supported units. This enables the TSC to effectively manage maintenance support to units and systems in accordance with ASCC priorities. Systemic issues, beyond TSC capabilities, are passed to the appropriate national level maintenance manager via the Army field support brigade (AFSB) for resolution.

3-79. As the fleet maintenance manager for deployed Army forces, the TSC develops plans, policies, programs, and procedures involving the maintenance of ground missile and aviation equipment in accordance with requirements established by the ASCC. The intent of which is to maximize combat readiness through the effective application of field and sustainment maintenance capabilities.

3-80. To this end, TSC maintenance managers work closely with the AFSB (OCONUS) to ensure effective sustainment maintenance support to Army forces; analyzing readiness data for both systemic problems and those associated with the unique aspects of the specific operational environment, such as, environmental conditions and usage levels. This coordination and collaboration also provides the basis for the effective employment of USAMC sustainment maintenance capabilities throughout the AOR, theater of operations, AO, or JOA.

3-81. TSC field maintenance activities involve the collection and analysis of maintenance data and reports; enabling the TSC to enforce ASCC priorities relating to the repair of specific types of equipment or support of specific units. These same activities provide the means to identify significant trends and deviations from established standards; enabling TSC maintenance managers to take action to ensure the maximum number

of combat systems remain fully mission capable. TSC actions may include disseminating technical information and the allocation or reallocation of resources and capabilities to support maintenance requirements.

OPERATIONAL ENERGY

3-82. Operational energy is the sum of energy and associated systems, information and processes required to train, move, and sustain forces and systems for military operations. Commanders at all levels must reinforce behaviors and employ technical solutions that reduce the amount of energy we waste and make more effective use of the energy consumed. To achieve this goal, energy considerations should be included during mission planning and resourcing and then monitored during mission execution. These conservation practices reduce supply and maintenance requirements and associated risks, free personnel for other missions, increase operational endurance, and enhance operational security and combat effectiveness.

3-83. Currently, most military operations depend on petroleum as a single energy source which has economic, strategic and environmental drawbacks. Energy security means having assured access to reliable supplies of various energy sources, and the ability to protect and deliver sufficient energy to meet all operational needs. By diversifying energy sources, leveraging technology, and employing prudent conservation measures, commanders can have a more reliable and assured supply of energy for missions.

OPERATIONAL CONTRACT SUPPORT

3-84. Operational contract support plays an ever increasing role in operations and is an integral part of the overall process of obtaining support across the range of military operations. Today, and for the foreseeable future, contract support will often be used to augment other support capabilities by providing an additional source for required supplies and services. These supplies and services include all classes of supply (Class VIII, subject to approval by medical personnel, and Class IX may be limited); labor; mortuary services (within specific parameters); laundry; showers; dining facility services; sanitation; transportation; and port operations (if not under the control of SDDC or Air Mobility Command [AMC]). Other contracted services may include billeting, maintenance and repair, printing and copier support, equipment leasing, and access to communication networks, temporary real property leasing, and limited minor construction. Currently, there are three broad types of contracted support: theater support, external support, and system support.

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

3-85. The TSC is the senior Army headquarters responsible for supporting ASCC deployment and sustainment requirements (less health service support). As such, the TSC plays a central role in the planning, execution, and monitoring of theater support contracting. Key responsibilities include, but are not limited to:

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

3-86. For the TSC, the major challenge is ensuring theater support and external contract support (primarily LOGCAP related support) actions are properly incorporated and synchronized with the overall concept of support. It is imperative the TSC SPO closely work with the ASCC G4, the CSB, and the supporting Team LOGCAP-Forward. When faced with major operational contract support management tasks, the TSC commander may choose to organize an ad hoc contract management cell within the G4 and/or SPO to ensure these tasks are properly accomplished. Routine TSC operational contract support staff tasks include:

- Developing In-Theater Requirements. The TSC must be prepared to develop “acquisition ready” requirement packets for submission to the supporting contracting activity. The packets must include a detailed performance work statement (sometimes referred to as a statement of work) for service requirements or detailed item description(s)/capability for a commodity requirement. In addition to the performance work statement, these requirements packets must include an independent cost estimate along with an O-6 level and resource manager staff approved Department of the Army (DA) Form 3953 (Purchase Request and Comment). Depending upon ASCC or JFC policies, certain items or specific dollar amount requests may require formal acquisition review board packet review.
- Assisting the Contract Management Process. One of the most important TSC and subordinate TSC command contract management tasks is to nominate and track contracting officer representatives (sometimes referred to as contract officer technical representatives) for every service contract and LOGCAP task order as directed. The TSC and subordinate commands will often also be required to provide receiving officials for supply contracts. Quality contracting officer representatives and receiving official support is key to ensuring contractors provide the service or item in accordance with the contract.
- Assisting in Contract Close Out. The TSC is responsible for completing receiving reports; certifying the goods or services contracted for was received by the Army. The contracting officer shall receive a copy of the receiving report from the TSC so the contract can be closed out and the contractor can be paid.
- Participating in Award Fee and Performance Evaluation Boards. TSC and/or its subordinate units will often be required to provide formal input to LOGCAP award fee and performance evaluation boards.

3-87. In long-term operations the TSC will need to ensure direct coordination and transfer of operational contract support related information prior to relief in place/transfer of authority. Additionally, when advance elements arrive in the theater, it is essential that designated unit personnel actively seek out current information on local contract support capabilities, policies and procedures. These individuals must be prepared to coordinate the formal hand over of existing contract management responsibilities with the redeploying unit. For more information on operational contract support ATTP 4-10.

FINANCIAL MANAGEMENT SUPPORT

3-88. The integration of financial management capabilities with those of the TSC provides the basis for coordinated and synchronized financial management support to operations throughout the theater; ensuring consistency of financial management support and the most efficient use of all available financial management resources and services. Financial management capabilities are performed and coordinated by the financial management center (FMC) and the TSC assistant chief of staff, G-8. Financial management core competencies are procurement support; limited pay support; disbursing support; accounting support; banking and currency support; identify, acquire, distribute, and control funds; develop resource requirements; and track, analyze, and report budget execution. The paragraphs below provide a description of each core competency.

3-89. Financial management facilitates the effective execution of sustainment operations by providing essential financial management support that includes: negotiations with HN banking facilities, advising commanders on the use of local currency, and coordination with national providers such as the US Treasury, Defense Finance and Accounting Service (DFAS), and United States Army Finance Command (USAFINCOM). Financial management also provides a resource management capability that is an integral component of its overall capability to provide full spectrum fiscal support, from acquisition of funds to expenditure of funds, in support of on-going and anticipated operations.

PROVIDE PROCUREMENT SUPPORT

3-90. A large percentage of the financial management mission is to support the procurement process and provide oversight. Oversight is critical in preventing improper or illegal payments. By coordinating with the contracting officer and the staff judge advocate (SJA) regarding local business practices, financial managers greatly reduce the probability of improper or illegal payments. Procurement support includes two areas: contracting support and commercial vendor services support.

- Contracting support involves payment to vendors for goods and services. This includes all classes of supply, laundry operations, bath operations, transportation and maintenance.
- Commercial vendor services provides for the immediate needs of the force. This service usually includes payments of cash (US or local currency). Cash payments are usually for day laborers, Class I supplements (not otherwise on contract), and the purchase of construction material not readily available through the contract or supply system.

3-91. The FMC will also coordinate Class A agent training with the supporting CSB to ensure that this training is properly synchronized with field ordering officer training provided by CSB personnel.

PROVIDE LIMITED PAY SUPPORT

3-92. Financial managers provide travel support, casual payments, check cashing and currency exchanges to Soldiers and civilians in permanent change of station and temporary duty status, noncombatant evacuation operations travel advances, non-US pay support (enemy prisoners of war, host nation employees, day laborers) and receive deposits to the savings deposit program.

PROVIDE DISBURSING SUPPORT

3-93. Disbursing support includes training and funding paying agents, administering the stored value card, supporting rewards programs, making claims and payments, cashing negotiable instruments, receiving collections, making payments on prepared and certified vouchers, making foreign currency conversions, funding financial management units, determining the need for currency (US and foreign) and its replenishment, and receiving and controlling all currencies and precious metals.

PROVIDE ACCOUNTING SUPPORT

3-94. Financial managers maintain appropriated and non-appropriated funds accounting records and report the status of funds distributed or collected.

PROVIDE BANKING AND CURRENCY SUPPORT

3-95. Banking relationships and procedures are established with the banking industry of the HN. Activities include establishing local depository accounts, establishing limited depository accounts to cover current contract payments and foreign currency re-supply and coordinating with the local US Embassy, USAFINCOM, DFAS and/or the US Treasury Department when negotiating with HN banking facilities.

IDENTIFY, ACQUIRE, DISTRIBUTE AND CONTROL FUNDS

3-96. Financial managers identify the sources of funds available from various DOD and other federal agencies; acquire the funds and distribute funds to subordinate elements to support on-going and anticipated mission requirements.

DEVELOP RESOURCE REQUIREMENTS

3-97. Determining what financial resources are required and available to support mission requirements is a key FMC capability that is essential to achieving GCC objectives and providing effective support to Army forces throughout the theater. Contracting, transportation, multinational support, support to other agencies and international organizations, foreign humanitarian and civic assistance, and force sustainment are areas that routinely generate resource requirements that require financial management support.

3-98. FMC resource development activities include the following:

- Preparing the financial management annex to the TSC operations plan and order.
- Developing budgets.
- Determining and validating costs to accomplish the mission.
- Determining when resources are needed throughout the fiscal year(s).
- Making resources available at the time and in the amount needed.
- Coordinating fiscal issues associated with joint, interagency, intergovernmental, and multinational (JIIM) operations, federal agencies, and nongovernmental organizations (NGO).

TRACK, ANALYZE, AND REPORT BUDGET EXECUTION

3-99. Financial managers establish procedures to track costs in order to determine obligation rates and conduct analyses on use of funds in support of operational requirements. Financial managers also identify trends to predict resourcing challenges; and submit reports as required by DFAS, Assistant Secretary of the Army for Financial Management and Comptroller (ASA [FM&C]), and ASCC/GCC policy.

3-100. Regardless of the scale or scope of operations, financial management support plays a key role in providing responsive, agile support to deployed forces across the range of military operations. Each of these operations must be fully integrated and synchronized with all other facets of operations in order to effectively and efficiently sustain the force. FM 1-06 provides detailed information on financial management operations.

HUMAN RESOURCES SUPPORT

3-101. The human resources sustainment center (HRSC) plans, integrates, and coordinates human resources; casualty operations; reception, replacement, return to duty, rest and recuperation, and redeployment (R5) operations; and postal operations support of Army forces within the theater, theater of operations, AO, or JOA; coordinates and synchronizes human resources (HR) capabilities with those of the TSC SPO, and supports the ASCC G-1.

3-102. The integration of HR capabilities with those of the TSC SPO provides the basis for coordinated and synchronized HR support to operations throughout the theater. When executed properly, integrated HR support is a combat multiplier.

3-103. Key HRSC tasks that require synchronization and coordination with the TSC SPO include but are not limited to:

- Deployment/redeployment plan development.

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

3-104. The end product of this integration effort is synchronized and coordinated HR support to Army forces that sustains operational readiness; and a unity of effort that reduces the HR impact on logistics resources. FM 1-0 provides detailed information on HR support.

3-105. Of special interest is the requirement for HR planning and execution to support theater opening operations. Theater opening HR support is critical to the success of the RSOI process as well as compliance with Title 10 United States Code (USC) requirements. In order to ensure initial HR capabilities are established prior to the arrival of the main flow of forces, HR support elements are included as part of the early entry element of the sustainment brigade assigned the theater opening mission. Planning requirements include the planned placement and number of HR elements/units within the theater, theater of operations, AO, or JOA. HR support responsibilities for early entry elements include the following:

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

3-106. Additional theater gateway R5 teams and military mail terminal teams with corresponding HR companies/platoons will be required if more than one intertheater APOD is used for RSOI and postal flows.

SECTION VIII – PROVIDE ARMY SPECIAL OPERATIONS FORCES SUPPORT

3-107. Logistics support of ARSOF units is the responsibility of the Army except where otherwise provided for by support agreements or other directives.

3-108. The integration of ARSOF support cell capabilities with those of the TSC SPO facilitates synchronized and tailored support to specific ARSOF mission requirements and provides sufficient flexibility to respond to changing requirements. Additionally, the resulting coordination and synchronization between the ARSOF support cell and TSC provides the means for the TSC to leverage logistics resources and achieve greater operating efficiencies. This is particularly true in the case of demands for common user land transportation assets.

3-109. ARSOF units are supported in the same manner as conventional forces for common items and common-user support – on an area basis, through limited HN support, and contracting. Unique special operations items are resourced through special operations channels.

SECTION IX – PROVIDE COMMON-USER LOGISTICS SUPPORT

3-110. GCCs must maximize limited distribution support systems, and leverage all logistical DOD and JIIM agencies; therefore, the option to designate a common-user logistic is optimal. There are two key considerations the GCCs may use to designate common-user responsibilities. These are the dominant user and the most capable force available. See JP 4-07 for additional information on common-user logistics (CUL) support.

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

3-111. When establishing CUL responsibilities within a subordinate joint force, the combatant commander must take into account existing CUL-related, DOD directed executive agencies as well as any existing CUL-related agreements. When CUL support is utilized, Service component commands retain overall responsibility for logistics support of their forces except when there are valid agreements or directives for the provision of CUL support outside of the normal Service component channels.

3-112. The TSC, as the ASCC's senior sustainment headquarters, plays a major role in optimizing resources and synchronizing materiel support to the joint force per geographic combatant commander's CUL guidance, approved executive agency responsibilities, inter-Service support agreements, and acquisition and cross-servicing agreements. When tasked to perform specified CUL responsibilities, the TSC must:

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

3-113. Managing the competing requirements of CUL and support to Army forces is a primary concern for TSC distribution managers. However, these managers must abide by the priorities established by the GCC and develop appropriate metrics to measure delivery objectives when executing CUL responsibilities. Above all, distribution managers must recognize that CUL offers greater economy and facilitates the rapid buildup of combat power by minimizing strategic lift requirements. However, the need to economize must be balanced with the requirement of timely delivery of supplies and materiel in support of GCC priorities.

SECTION X – CONDUCT THEATER CLOSING OPERATIONS

3-114. Theater closing operations are complex events that require detailed planning and synchronized execution. Decisions made concerning withdrawal timetables, residual forces, and materiel to remain in the host country will influence the pace and nature of the redeployment. Theater closing and redeployment

operations are conducted in accordance with the GCC redeployment operations plan (OPLAN) or GCC redeployment policy.

3-115. The ASCC redeployment OPLAN provides specific guidance to Army organizations preparing for redeployment; specifying the sequence for redeployment of units, individuals, and materiel. The plan also provides guidance on the support network, security requirements, and Army pre-position stocks turn-in procedures.

3-116. The TSC supports effective and efficient redeployment operations through its mission command of the intratheater distribution system by maintaining operational awareness of system capacity and leveraging joint capabilities. While many of the procedures used to rapidly build combat power – i.e. support RSOI, draw Army pre-position stocks, and operate the intratheater distribution system, apply to the redeployment process, two factors in particular complicate redeployment operations.

- First, the same elements that operate and manage the intratheater distribution system during deployment and sustainment operations perform similar roles during redeployment. When redeployment and deployment/sustaining operations occur simultaneously, the TSC may find it necessary to rebalance its forces or change the missions of subordinate organizations in order to effectively support simultaneous operations.
- Second, requirements vary widely depending on the scale and scope of redeployment operations, theater infrastructure, and other METT-TC considerations. For example, redeployment operations may range from personnel only to entire units and their equipment. Depending upon the political/military strategy, unit rotations may occur while decisive operations continue unabated or during operational transitions. Key TSC considerations include but are not limited to: size of the force redeploying/deploying; infrastructure requirements/limitations; security requirements; traffic circulation; staging areas; distribution system capacity; competing requirements for available resources; quantities of supplies and materiel to be redistributed; agricultural inspections; and establishing and maintaining accountability of retrograde cargo. The challenge, for the TSC, is effective coordination and synchronization, vertically and horizontally, to ensure responsive simultaneous support to not only on-going sustainment operations throughout the theater but also redeployment.

3-117. The TSC SPO provides staff oversight of TSC efforts in support of Army redeployment operations; coordinating and synchronizing unit movements to designated assembly areas in accordance with the ASCC redeployment OPLAN. Redeployment operations at the assembly areas are controlled and supervised by the TSC; supervising the actions necessary to prepare units for movement.

3-118. Key TSC planning considerations include the identification and allocation units, equipment, and supplies, to include HN and contractor support, required to support the redeployment operation. Coordination for medical support and other support functions such as communications, materiel handling equipment, and port of embarkation (POE) support is essential to mission success.

3-119. Close coordination with the ASCC, JDDOC and national/strategic partners facilitates the redeployment process. For example, coordination with the ASCC establishes the overall framework for the orderly sequencing of Army forces for redeployment. Issues such as responsibilities, reporting requirements, movement constraints, and resource allocation are addressed in a collaborative manner. Coordination with the JDDOC provides the TSC with updates to sequencing the flow of forces and equipment to designated aerial ports of embarkation and seaports of embarkation. Coordination with USAMC facilitates the regeneration and resetting of redeploying Army equipment and the reset of Army pre-positioned stocks. See JP 3-35 and FM 3-35 for additional information concerning redeployment operations.

SECTION XI – LOGISTICS OVER THE SHORE OPERATIONS

3-120. Logistics over the shore (LOTS) or joint logistics over the shore (JLOTS) is the process of loading and unloading seaward supply ships without the benefit of deep-draft-capable fixed-port facilities. LOTS is a single service operation while JLOTS operations is normally a coordinated effort between Army and Navy personnel to receive, stage and push supplies, equipment and fuel inland to forward deployed forces. LOTS/JLOTS can be conducted in austere conditions (“bare beach”) or at damaged port facilities. It may or

may not necessarily follow amphibious assault operations. For the purpose of this publication, the term JLOTS will be used, as theater operations are inherently joint and multinational. The need for cooperation between Army, other Department of Defense components, and governmental, coalition, and host-nation organizations are critical when opening a theater in austere port/bare beach conditions.

3-121. In a joint environment the GCC will normally designate a JFLCC with an augmented JFC headquarters element for better mission command of theater operations. This normally falls on a service component commander to fulfill (for example, the ASCC). The GCC or JFLCC normally delegates mission command for JLOTS operations to a subordinate designated as the JLOTS commander. The JLOTS commander will be subordinate to the JFLCC while simultaneously coordinating logistical operations with the G4 and JDDOC elements. The JLOTS commander will have command authority to direct all aspects of the JLOTS operations, to include:

- Arrival of strategic maritime vessels within the JLOTS AOR
- Offshore offloading of seafaring vessels onto Army watercraft
- Consolidation of equipment and supplies to inland marshalling areas
- Movement of equipment and supplies to supported unit's AOR

3-122. The JLOTS commander will be assisted by an augmented JLOTS staff of personnel from the contributing service components and functional maritime units for subject matter expert input. This task may be assigned to the TSC to provide a JLOTS commander and the basis for a JLOTS staff. The TSC, as a functional higher-echelon headquarters, can greatly facilitate operational planning for and execution of theater JLOTS requirements. The TSC can provide a linear mission command structure to eliminate a multi-layered command structure by being responsible for ship to shore and shore to foxhole logistical movement. Mission command over specific JLOTS operations (with the possibility of multiple JLOTS operations being executed simultaneously) can be further delegated to an ESC for each operation with sustainment brigades for JLOTS port opening operations and inland movement of equipment and supplies. Further tactical mission command can be delegated to sustainment brigades with functional terminal battalions and companies attached for specific mission requirements.

3-123. The TSC will need to be augmented with joint and multi-national personnel to form a proper JLOTS staff, to include liaison teams and subject matter experts from:

- US TRANSCOM
- SDDC
- AMC
- DLA (for petroleum operations)
- Navy
- Marine Corps
- Air Force (weather data and air movement coordination inland)
- Coalition partners
- Host nation personnel

3-124. Units that can be placed under the mission command of a TSC to execute JLOTS operations may include:

- Terminal Battalion Headquarters
- Theater Terminal Opening Element (TTOE)
- Watercraft Units
- Movement Control Teams
- Seaport Operations Company
- Terminal Supervision Team
- Port Management Team
- Rapid Port Opening Element (in a direct support role)
- Causeway Element
- Units and personnel to handle communications, civil-military operations, human resources, Army health services

3-125. Each service component has the personnel and equipment needed to contribute to JLOTS operations within its area of core competency. The Army has transitioned in response to the need for a

more expeditionary, flexible, joint-operations capable fighting force. The Army can provide but is not limited to:

- Logistics support vessels
- Lighterage
- Causeway Construction Units
- Ship offloading personnel
- Cargo transfer companies
- Surface movement teams and coordinators
- Medium to Heavy Transportation Assets
- Inland Petroleum Distribution Systems
- Divers for JLOTS site reconnaissance and examination
- The Navy can provide but is not limited to:
 - Divers for JLOTS site reconnaissance and examination
 - Amphibious Construction Units (Seabees)
 - Beach Group and Beachmaster ship-to-shore controllers
 - Ship offloading personnel
 - Tactical auxiliary cranes
 - Fuel tanker vessels
 - Lighterage
 - Floating and elevated causeways and piers
 - Beachhead force protection
 - Offshore Petroleum Distribution System

SECTION XII – SUMMARY

3-126. The support operations focus is distribution management, materiel management, movement control, financial management, and human resources. The SPO section of the TSC and ESC is the focal point of sustaining the theater in support of unified land operations. Within the SPO, the distribution management center manages all functions of sustainment through the distribution integration, mobility, supply, materiel readiness, munitions, and log automation branch. Augmentations to the SPO DMC include elements from the financial management center, human resource sustainment center, and when needed, an ARSOF support cell and medical logistics management center support team.

3-127. The TSC SPO will plan and manage theater opening, RSOI operations, theater distribution, materiel management, theater movement control, manage common-user logistics support, and oversee logistics automations systems in order to provide a logistics common operational picture.

3-128. The TSC SPO will coordinate with strategic US agencies to include joint, multi-national and host nation sustainment partnerships for sustainment support to the theater of operations.

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Chapter 4

Mission Command, Logistical Information Systems and Communications

Mission command is enabled through extracting information from multiple sources, personnel and processes. Chapter 4 describes mission command and the automated logistics systems the TSC relies upon to provide operational-level support from the source of supply to a point of need within the theater. In Section I the TSC command and support relationships will be explained in regards to higher and subordinate organizations. It briefly describes the Army mission command systems the TSC employs or interfaces with to conduct operations across the range of military operations. Section II describes the Logistics Information System (LIS) enablers that provide the basis for situational awareness and understanding.

SECTION I – MISSION COMMAND

COMMAND RELATIONSHIPS

- 4-1. Centralized mission command of TSC and ESC support operations is required to provide the right support, at the right place, at the right time, and in the right quantities. The combination of centralized mission command and a support relationship with maneuver forces provides this capability.
- 4-2. Inherent in these command and support relationships is a clear understanding of the roles of each commander. The establishing commander, typically the geographic combatant commander (GCC), will define the supporting to supported relationship, the degree of authority the supported commander has, and the overall priorities.
- 4-3. The TSC is assigned to the ASCC and receives all mission orders and priorities from the ASCC commander. The TSC will exercise mission command over sustainment elements allocated to it by the ASCC/GCC.
- 4-4. Forces allocated to the TSC, i.e. expeditionary sustainment commands (ESC), sustainment brigades, battalions, and companies, are normally attached. The TSC is responsible for task organizing forces, establishing command relationships and priorities of support, and allocating resources, as necessary, to support mission requirements. In almost all instances, companies and battalions will be further attached to subordinate sustainment mission command headquarters during employment.

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

- 4-5. The TSC commander employs either detailed or mission command, or a combination of the two to determine subordinate organization control. The complexity of the action or task to be performed and other METT-TC considerations will determine which will be used. Mission command provides subordinate commanders with the greatest degree of flexibility to exploit opportunities and respond to threats by

exercising disciplined initiative within TSC commander intent to accomplish the mission. Conversely, detailed command centralizes information and decision-making authority. Plans and orders are detailed and explicit, and successful execution depends on strict obedience by subordinates, with minimal decision-making and initiative on their part. Because of these disadvantages, mission command is preferred in almost all cases.

4-6. Of special interest is the command relationship between the TSC and ESC. In order to fully understand the relationship between the TSC and ESC, and the ESC role, one must view the relationship from two perspectives: table of organization and equipment and doctrine.

4-7. Doctrinally, the ESC functions as an extension of the TSC rather than exclusively as a separate echelon of command. This approach is consistent with transformation efforts that led to the elimination of redundant capabilities at corps and division levels; and centralized control of sustainment operations (less health service support) at echelons above brigade.

SUPPORT RELATIONSHIPS

4-8. The typical relationship between TSC organizations and supported forces is support. However, under certain mission, enemy, terrain and weather, troops and support available, time available, and civil consideration (METT-TC) conditions, TACON or OPCON may be appropriate. [For example, in a smaller-scale contingency or during support operations where a division is the senior Army headquarters and a sustainment brigade is the senior sustainment command in the AO/JOA]. Regardless of the formal mission command relationship, the TSC executes its mission command function and maintains situational awareness through command reporting enabled by LIS, the Army Battle Command System (ABCS), and other mechanisms as established by the GCC/ASCC. The ESC may also engage in parallel planning with its supported ARFOR in its specified AO/JOA. This planning is then coordinated with TSC headquarters planners in order to ensure synchronized support to the maneuver commander.

4-9. The supporting to supported relationship provides the TSC with the control it requires to effectively and efficiently conduct theater opening, sustainment operations, and operate the intratheater segment of the distribution system while simultaneously providing responsive support to Army and joint forces. From a supported commander's perspective, this relationship provides the means to gain increased access to required capabilities.

MISSION COMMAND SYSTEMS

4-10. The TSC mission command system is comprised of personnel, procedures, information management, and equipment and facilities that are essential to planning, preparing for, executing, and assessing support operations. The TSC mission command system consists of the ABCS that includes the Force XXI Battle Command Brigade and Below System and the Battle Command Sustainment Support System (BCS3). They provide commanders and staffs with a common operational picture (COP) of the GCC or ASCC operational environment. The means to visualize a COP comes from BCS3, in-transit visibility (ITV) data, logistics status reports, and the various LIS employed by the TSC. A brief description of each element of the TSC mission command system follows.

PERSONNEL

4-11. The most important element of the mission command system is people—Soldiers who assist the commander and exercise control on his behalf. TSC personnel comprising the mission command system include the staff and deputy commander(s). The staff provides relevant information and analysis, makes running estimates and recommendations, prepares plans and orders, and monitors execution. Other mission command-system elements exist to serve the personnel and the commander.

4-12. The staff operates the commander's mission command system; establishing and maintaining a high degree of coordination and cooperation with staffs of higher, lower, supporting, supported, and adjacent units. This relationship is based on mutual respect, developed through a conscientious, determined, and helpful approach focused on solving problems. Anything less undermines the confidence and trust required for mission command at all levels.

PROCEDURES

4-13. The TSC staff develops standardized procedures to govern actions within the mission command system in order to prioritize, direct, redirect, integrate, and coordinate sustainment functions effectively and efficiently. The use of standardized procedures and reporting processes reduces decision action cycle time; and enables the efficient use of constrained resources in support of rapidly changing operational requirements.

INFORMATION MANAGEMENT

4-14. Information management is the process of providing relevant information to the right person at the right time in a usable form to facilitate situational understanding and decision making. It uses procedures and information systems to collect, process, store, display, and disseminate information. It consists of relevant information and information systems. The computers (hardware and software) and communications directly involved in mission command constitute the information system.

4-15. The TSC will use existing Army mission command and logistics information systems to gather and manage information as part of the mission command systems. These may include:

- Battle Command Sustainment Support System (BCS3)
- Distributed Common Ground System – Army
- Force XXI Battle Command Brigade and Below
- Movement Tracking System
- Global Combat Support System-Army (GCSS-A)
- Standard Army Ammunition System-Modernization
- Standard Army Maintenance System-Enhanced (SAMS-E)
- Transportation Coordinators' Automated Information for Movement System II
- Electronic Military Personnel Office (eMILPO)
- Defense Medical Logistics Standard Support Automated Information System (DMLSS AIS)
- Medical Communications for Combat Casualty Care Theater Medical Info Program-Joint (TMIP-J)
- Financial Management Tactical Platform

EQUIPMENT AND FACILITIES

4-16. The equipment and facilities element of the TSC mission command system provides sustainment and a work environment for the other elements of the mission command system. Equipment and facilities include all mission command-support equipment other than information systems. They must meet Soldiers' physiological needs—shelter, rest, sanitation, food, and water.

SECTION II – LOGISTICS AUTOMATED SYSTEMS

LOGISTICS AUTOMATION BRANCH & SUSTAINMENT AUTOMATION SUPPORT MANAGEMENT OFFICE (SASMO)

4-17. Within the TSC and ESC, the logistics automation branch found within the SPO, is the primary automations management office. This section will interface with subordinate SASMOs throughout the theater to ensure that all sustainment systems are functioning properly and maintaining a positive connection. The SASMO is the primary operations center for organic Logistics Information Systems (LIS) support to the commander. The primary purpose of SASMO is providing the soldier with an organic triage response team comprised of dedicated professionals who are trained in resolving individual and collective sustainment business systems and the associated networks supporting the numerous client workstations (WS) and hand held terminals (HHT). These capabilities are not supported by the G-6 staff; thus, the SASMO is organized by modified table of equipment and allowances and tables of distribution and allowances with specific personnel and equipment authorizations to conduct this mission. The SASMO

SASMO is organized by modified table of equipment and allowances and tables of distribution and allowances with specific personnel and equipment authorizations to conduct this mission. The SASMO focus is solely Sustainment IT systems and supporting a tactical network capability by configuring Very Small Aperture Terminals (VSAT) and Combat Service Support Automated Information System Interface (CAISI). Since Sustainment IT requires an extended network that reaches to remote sites normally not covered by mission command networks and/or Installation Network Enterprise Center (NEC) the CSS VSAT and CAISI tactical network is the primary choice for sustainment system connectivity. The installation NEC is an alternative for Army modular organizations.

4-18. The SASMO is an organic asset that provides Sustainment IT support. It is responsible for the loading of all current LIS (Formerly known as standard Army management information system), and Medical Communications for Combat Casualty Care software as issued by the supporting Project Manager or System Manager. The SASMO is also responsible for Field Level Maintenance of all LIS hardware and processing it through the appropriate supporting Tobyhanna Forward Repair Activity (FRA). The FRA coordinates for original equipment manufacturer warranty support. The SASMO supports new equipment fielding under the direction of Major Command G4 Logistics Automation Office.

LOGISTICS INFORMATION WAREHOUSE

4-19. LIW consists of data management and business intelligence capabilities resulting from the merger of national and tactical logistics information. By integrating the logistics integrated data base with the integrated logistics analysis program (ILAP) under one organization, the Army's national and tactical data sources are harmonized to provide:

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

4-20. LIW provides a re-engineered single sign-on web access to the existing capabilities of logistics integrated data base, ILAP, and a host of logistics support activity and Army logistics tools. A query and reports capability provides commanders and managers a search capability for data maintained in the LIW. Data mining is accomplished by using search criteria such as national item identification number, line item number, DOD activity address code, unit identification code, or serial/registration number.

4-21. A valid LIW account is required to access LIW databases. If you do not have an account, one can be requested by completing a system access request. The system access request may be found at: <https://www.logsa.army.mil>.

4-22. LIW provides TSC materiel managers, other logisticians, and commanders with an authoritative source for decision support and analysis. For example, TSC materiel managers use LIW and other logistics support activity databases as their primary source of maintenance and readiness management data essential to sustainment. A brief description of selected LIW capabilities follows.

SUPPLY

4-23. The supply module provides TSC materiel managers with the capability to view asset quantities and locations for all items in the Army inventory. Search by national item identification number for asset balance file assets, Defense Logistics Agency (DLA) asset manager position, and non-major asset storage locations. DLA asset visibility allows materiel managers to input a national item identification number to gain visibility of the DLA item manager's asset position. The query response also provides a drill down capability to view current Army master data file and source of supply address information.

CATALOG

4-24. The catalog module provides a source for common logistics information. Catalog functionality also provides the capability to submit price challenges and Army master data file discrepancy reports.

LIW PARTS TRACKER

4-25. The parts tracker module provides TSC materiel managers, other logisticians, and commanders the status of a requisition throughout the supply process as well as visibility of the requested item as it moves through the military or commercial transportation systems. Access to RFID tag information identifies the location of parts traveling through the Defense Transportation System. Parts tracker also provides location information from commercial shippers by using a document number to track the item.

LIW WEB LOGISTICS INTEGRATED DATA BASE PIPELINE

4-26. “Pipeline” is a centralized database that provides TSC materiel managers, other logisticians, and commander’s visibility of supply and transportation actions for requisitions placed on the wholesale system. As materiel moves to Army customers worldwide, the automated supply and transportation systems provide “pipeline” with the current location of the materiel in near real-time. The “pipeline” provides a quick reference to requisition status, shipping information, and receipt of materiel requisitioned. “Pipeline” is also the database for reporting Army distribution management and customer wait time performance.

INTEGRATED LOGISTICS ANALYSIS PROGRAM

4-27. ILAP is the management tool, used by the Army to collect, integrate, and display logistics and financial data. ILAP gathers data daily, weekly, and monthly from multiple standard Army management information system at tactical, operational, and strategic levels, as well as from the Defense Finance and Accounting Service (DFAS). Supply, maintenance, and financial data are integrated, aggregated, and displayed at levels of aggregation appropriate for each management level to provide summary decision support views and detailed drilldown capabilities for document level details.

4-28. As a decision support application, ILAP produces informational management reports in an easy-to-understand, readable format that assists TSC materiel managers, other logisticians, and commanders in the decision-making process by integrating data from numerous sources.

INTEGRATED DATA ENVIRONMENT (IDE)/GLOBAL TRANSPORTATION NETWORK CONVERGENCE (IGC)

4-29. The IGC program is a partnership between the US Transportation Command (USTRANSCOM) and the Defense Logistics Agency (DLA). USTRANSCOM’s Global Transportation Network and DLA’s Enterprise Business System have converged to provide the DOD with an integrated set of networked, end-to-end visibility, deployment, and distribution capabilities. The end goal of IGC is to effectively support the Joint Force Commander’s ability to make decisions based on actionable logistics information.

4-30. IGC creates a single source for HQ DLA and USTRANSCOM to access common, authoritative data, business standards, and information. As the USTRANSCOM ITV System of Record, IGC is synchronized with several other USTRANSCOM Distribution Process Owner initiatives, such as Agile Transportation for the 21st Century.

4-31. IGC leverages existing systems and commercial off the shelf technology to eliminate redundancy, to streamline access to data, and optimize resources. This results in faster application development to support informed and agile decision-making. IGC’s data warehouse means that instead of a user accessing five (or more) different systems to integrate information, there is now a single source – IGC. IGC can create customizable dashboards, queries, and alerts based on the TSCs information requirements and business rules.

AUTOMATED IDENTIFICATION TECHNOLOGY

4-32. Automated identification technology (AIT) is a family of data-capturing devices designed to provide rapid and accurate retention and retrieval of source data. AIT includes a variety of read-and-write data storage technologies used to process asset identification information. These technologies include linear and two-dimensional bar codes, magnetic strips, integrated circuit or “smart” cards, optical memory cards, contact memory buttons, RFID technology and data collection devices, and magnetic storage media. AIT,

largely in the form of RFID technology, is the primary method of achieving in-transit visibility and a key component of DLA's asset visibility system.

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

4-33. In-transit visibility is a critical element of TSC capabilities to effectively and efficiently manage the intratheater segment of the distribution system. To maintain near-real-time visibility of shipping containers, vehicles, equipment, and pallets moving throughout the theater, the TSC relies upon a RF-ITV system. This system provides near-real-time accurate tracking information of shipments and their contents as they travel across the distribution system. The asset visibility gained from this tracking and location system is essential for ensuring the right materiel is delivered to the right location when and where it is needed.

4-34. In order to track RFID tagged shipments across the intratheater segment of the distribution system, a network of interrogators is established at supply support activities, air and sea ports, and at critical points along main supply routes. As RFID tagged shipping containers, vehicles, equipment, and pallets pass these interrogator locations, the interrogator reads the RFID tags and transmits the data to a regional ITV server which updates the RF-ITV global network. The ITV server provides a mechanism for the TSC (and others) to query shipment status and location information. This asset visibility provides the TSC with a near real-time location of assets.

BATTLE COMMAND COMMON SERVICES

4-35. Battle Command Common Services is a suite of servers that forms the hub for the network of ABCS systems. It provides the tactical mission command and enterprise servers, services and large-volume data storage for commanders and staffs at battalion through ASCC levels, attached to the tactical local-area network via Ethernet and joint network node topologies. Interoperability between and among the various ABCS systems is facilitated through the use of publish and subscribe services/publish and subscribe services shell/data dissemination services and the tactical services gateway. Essential enterprise services include email, asynchronous collaboration and file storage, and data-basing. Data residing on the tactical local-area network is stored in a fabric attached storage device that is part of the Battle Command Common Services server suite.

COMBAT SERVICE SUPPORT AUTOMATED INFORMATION SYSTEMS INTERFACE (CAISI)

4-36. CAISI is commercial off-the-shelf technology, integrated for Army use, which provides logisticians with a dedicated logistics communications capability. It enables any commercial off-the-shelf technology system to securely network within brigade support areas and supply support activities, and to electronically exchange information via tactical or commercial communications with higher headquarters and the TSC.

4-37. The latest configuration of CAISI incorporates an improved commercial-the-shelf technology wireless technology enabling CAISI to communicate in tactical environments over much longer line of communication (LOC).

COMBAT SERVICE SUPPORT VERY SMALL APERTURE TERMINAL

4-38. CSS Very Small Aperture Terminal (CSS VSAT) is a satellite communications system that allows logisticians to connect with one another and headquarters to requisition parts, attend meetings and do a variety of other tasks without having to leave their location. It is a software-driven terrestrial based station used for the reliable transmission of logistics data via satellite. Routinely used in conjunction with CAISI, it permits the transmission of data via the non-classified internet protocol router network from anywhere in

the world to anyplace in the world with appropriate reception capability. Together with the CAISI, the CSS VSAT has given the TSC the visibility it needs to manage and mission command support across the theater.

SECTION III – SUMMARY

4-39. Mission command relies upon an integrated communications network. Sustaining an area of operations during contingency can prove to be challenging, however, when employed properly, the theater will benefit from a more responsive logistics enterprise network. The TSC logistics automation branch maintains logistics connectivity with the sustainment brigade and CSSB SASMO to ensure that this network is functional and maintains an active connection.

4-40. Multiple logistics automated systems exist, and are equally important to use during unified land operations. Ensuring that all systems are up-to-date, employed properly, and have the personal trained to operate and maintain them is vital to sustaining logistics operations.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADCON	administrative control
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AFSB	Army field support brigade
AHS	Army health support
AIT	automated identification technology
AMC	air mobility command
AO	area of operations
APOD	aerial port of debarkation
AR	Army regulation
ARFOR	Army forces
ARSOF	Army special operations forces
ASC	Army sustainment command
ASCC	Army service component command
ATP	Army techniques publication
ATTP	Army Tactics, Techniques, and Procedures
BCS3	battle command sustainment support system
CAISI	combat service support automated information system interface
CSB	contracting support brigade
CCIR	commander's critical information requirement
CUL	common user logistics
DA	Department of the Army
DA PAM	Department of the Army pamphlet
DCMA	Defense Contract Management Agency
DDOC	deployment and distribution operations center
DFAS	Defense Finance and Accounting Service
DLA	Defense Logistics Agency
DMC	distribution management center
DOD	Department of Defense
DODI	Department of Defense instruction
DS	direct support
ESC	expeditionary sustainment command
FHP	force health protection
FM	field manual
FMC	financial management center
FMI	field manual interim
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence

G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, network operations
G-8	assistant chief of staff, financial management
GCC	geographic combatant commander
GCSS-A	Global Combat Support System - Army
HN	host nation
HNS	host nation support
HR	human resources
HRSC	human resource sustainment center
HSS	health service support
IGO	intergovernmental organization
ILAP	integrated logistics analysis program
ITV	in-transit visibility
J-4	logistics directorate of a joint staff
JDDOC	joint deployment distribution operations center
JFC	joint force commander
JFLCC	joint force land component commander
JIIM	joint, interagency, intergovernmental, and multinational
JOA	joint operations area
JTF	joint task force
JTF-PO	joint task force – port opening
LIS	logistics information systems
LIW	logistics information warehouse
LOGCAP	logistics civilian augmentation program
MCB	movement control battalion
MCT	movement control team
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MJLC	multinational joint logistics center
MLMC	medical logistics management center
MNF	multinational force
MNFC	multinational force commander
MSC	Military Sealift Command
NGO	nongovernmental organization
OCONUS	outside the continental United States
OPCON	operational control
OPLAN	operation plan
OPORD	operational order

PAO	public affairs office
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, time
RFID	radio frequency identification
RF-ITV	radio frequency - in-transit visibility
RSOI	reception, staging, onward movement, integration
S-1	personnel staff officer
S-3	operations staff officer
SB (SO) (A)	sustainment brigade (special operations) (airborne)
SDDC	military surface deployment and distribution command
SJA	staff judge advocate
SOF	special operations forces
SPO	support operations
SPOD	seaport of debarkation
SSA	supply support activity
TACON	tactical control
TOE	table of organization and equipment
TSC	theater sustainment command
TTOE	transportation theater opening element
US	United States
USAFINCOM	United States Army Financial Command
USAMC	United States Army Materiel Command
USC	United States Code
USTRANSCOM	United States Transportation Command

SECTION II – TERMS

area of operations (DOD)

An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. Also called AO. (ADRP 1-02).

area support

Method of logistics, medical support, and personnel services in which support relationships are determined by the location of the units requiring support. Sustainment units provide support to units located in or passing through their assigned areas. (ADRP 1-02)

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (ADRP 1-02)

Army service component commander

The senior Army commander of an Army Service component command assigned to a combatant command, who performs Unified Action Armed Forces assigned Service functions for the Army forces within the command, as well as three strategic and operational level roles.

base (DOD)

A locality from which operations are projected or supported. (ADRP 1-02)

centralized planning

Planning whereby a higher echelon retains the ability to develop and coordinate plans.

commander's critical information requirement (joint)

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

commander's intent (DOD)

A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (ADRP 1-02)

commander's visualization

The mental process of developing situational understanding, determining a desired end state, and envisioning the broad sequence of events by which the force will achieve that end state. (ADRP 1-02)

common operational picture (Army)

A single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. Also called COP. (ADRP 1-02)

configured load

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

consequence management (joint)

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

decentralized execution (joint)

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

distribution

The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time." (ADP 4-0)

distribution management

The function of synchronizing and coordinating a complex of networks (physical, communications, information, and resources) and the sustainment functions (logistics, personnel services, and health service support) to achieve responsive support to operational requirements.. (ADRP 1-02)

***distribution-based logistics system**

An integrated industry, Department of Defense, joint, and Service network of organizations, infrastructure, processes, and automated systems that enable rapid and assured provisioning of sustainment and retrograde support to forces worldwide across the range of military operations.

distribution system (joint)

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

information system (Army)

Equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use. (ADRP 1-02)

in-transit visibility (joint)

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

joint force commander (joint)

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

joint operations area (joint)

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

joint security area (joint)

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

joint security coordination center (joint)

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

joint security coordinator (joint)

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

knowledge management

The art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding, learning, and decisionmaking (ADRP 1-02)

line of communications (joint)

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

logistics (joint)

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

materiel management.

That phase of military logistics that includes managing, cataloging, demand and supply planning, requirements determinations, procurement, distribution, overhaul, and disposal of materiel.

mission command

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

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

mobile security force (joint)

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

mobility corridor (joint)

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

node (joint)

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

nongovernmental organization (joint)

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

planning

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

running estimate

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

situational understanding

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

staff supervision (joint)

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

sustainment (joint)

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

theater closing

The process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities. (ADP 4-0)

theater distribution (DOD)

The flow of equipment, personnel, and material within theater to meet the geographic combatant commander's mission. See ADRP 4-0.

theater opening

The ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system, and to facilitate throughput for the reception, staging, and onward movement of forces within a theater of operations. (ADP 4-0)

throughput (Army)

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

total asset visibility (Army)

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

time-definite delivery (joint)

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

unified land operations (Army)

Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability or defense support of civil authorities operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)

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By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:



GERALD B. O'KEEFE
Acting Administrative Assistant
to the Secretary of the Army
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